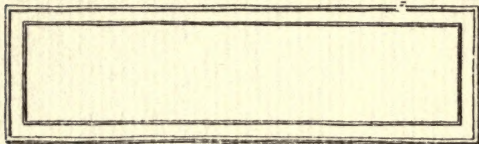
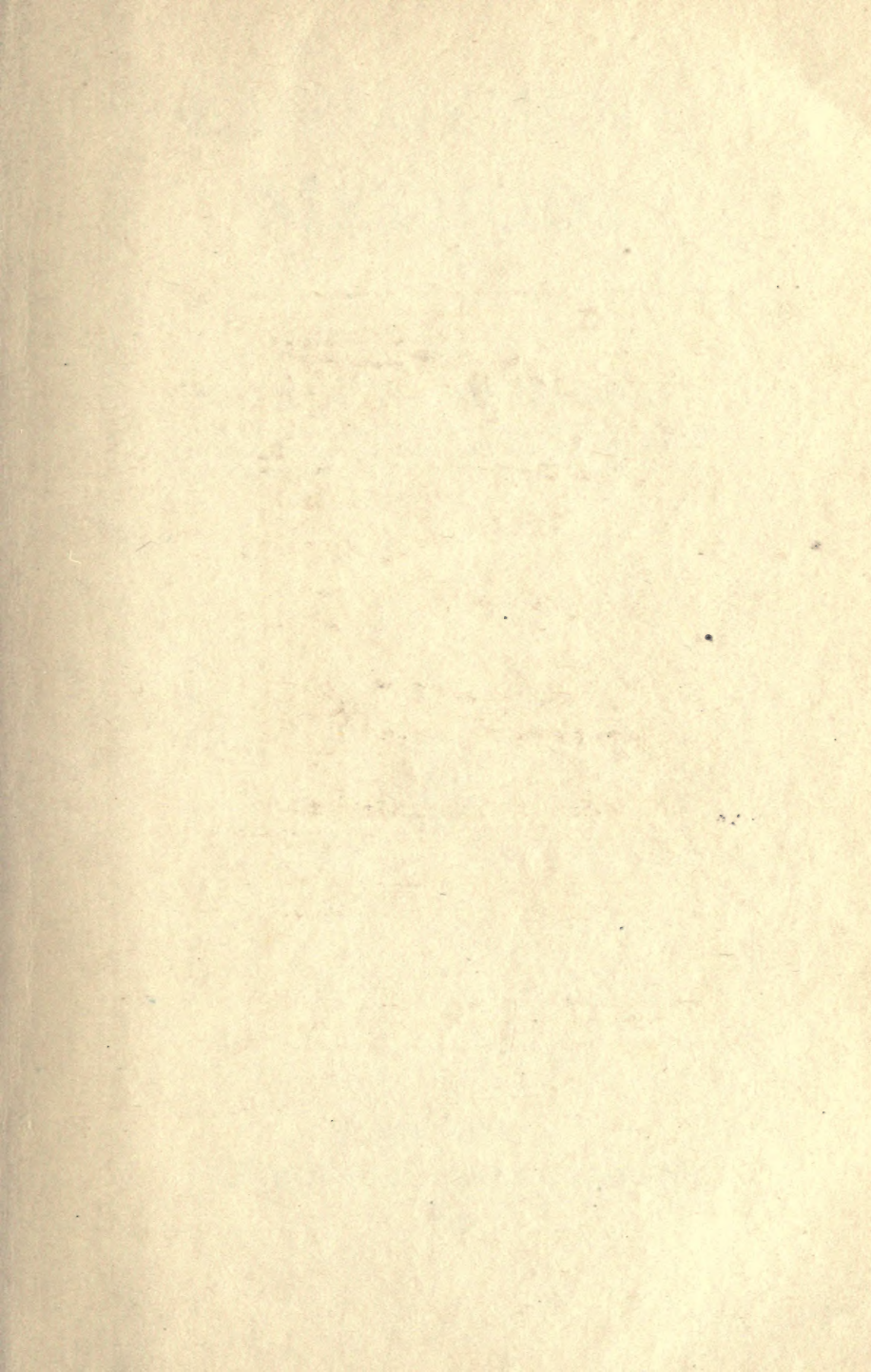


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EMPLOYMENT METHODS

By

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PREFACE

The pressing need of business today is increased production. It is imperative that every worker be enabled to do his best, to work up to his maximum of producing power. Hardly anything more seriously hampers production, under the conditions of modern industry, than the wastes from misdirected effort—men working listlessly because they are in the wrong job, and men shifting needlessly from one job to another.

During the war, when there was an actual shortage of men, it became necessary as a war measure to make the most of every man available. Every means was tried to stabilize the labor turnover. In the emergency, scientific employment methods that had formerly been treated with skepticism—or at least with adverse criticism—were brought into operation and given systematic trial. Workers were selected and assigned to particular jobs by these new scientific methods. The results were so gratifying that old opinions and prejudices were demolished. Industrial commanders saw the necessity for holding fast to the new methods and applying what is good in them to the conditions—even more baffling in some ways—of the period of readjustment. It has become clear that employment management based on right principles, is sound and has come to stay.

Much has been written in recent months on the subject of employment management. All who have had experience with the work have been encouraged to make public the results of their experience and the views to which it has led them. The literature of the subject, particularly in the form of addresses, reports, and magazine articles, has multiplied

rapidly. The reason for the present book indeed, is precisely that the field has grown so fast; there is so much to tell of what has been developed or discovered in recent years. The time seems now to have come for a general survey of the field.

Such a survey requires, of course, not only familiarity with the entire range of what others have written on the subject, but extensive first-hand experience as a practitioner. The encouragement which the author has received to formulate his studies in permanent shape has come largely from persons in the various establishments in which he has been engaged in connection with employment management.

Many of the matters discussed in this work are at present moot questions. Cautious students of the subject must hesitate to assume too positive a stand in regard to them until further information is obtained. Nevertheless, as these questions come very close to every-day needs, they must be presented as definitely as our knowledge will permit with safety. This book therefore is not a compilation of cut-and-dried decisions. It is rather a record of observation and experience. Where it has been possible to take a definite position on any question the author has felt no hesitancy in doing so. It should be remembered, too, that circumstances alter cases, and that questions relating to employment management require the most careful consideration of all factors in every case.

In preparing this book the author has come under many obligations to individuals and organizations, for illustrative material of all sorts as well as for personal counsel and assistance. He desires here to express his deep appreciation of this courtesy and kindness. He is particularly indebted to W. C. Copeland, M. A., of the University of Oxford for assistance in the early stages of the work, and to his assistant in personnel work, Melville La Marche, formerly special representative and assistant chief of training methods United States

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Department of Labor. To Mr. La Marche belongs a large measure of credit for assistance in shaping the author's material in the form in which it appears and many suggestions from him are embodied throughout. To his wife and to his brother, Morris Shefferman, the author is indebted for constant help and encouragement.

NATHAN W. SHEFFERMAN.

Washington, D. C.
September 25, 1920.

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EMPLOYMENT METHODS

PART I

FUNCTION AND DEVELOPMENT OF AN EMPLOYMENT DEPARTMENT

CHAPTER I

REASONS FOR AN EMPLOYMENT DEPARTMENT

Master and Man Relationship

Bill, a factory worker, one day saw one of his fellow-workmen engaged on an arduous job. Coming up behind, he slapped him on the back and cheered him on. When the workman turned round, Bill was terrified to see that he was not a workman at all, but the boss!

But instead of scolding Bill, the boss gave him to understand that his interest in the work, however boisterously exhibited, was a thing to be commended.

This happened in the days of the small-scale production when Bill and John could give the best that was in them, regardless of time and exertion.

The Age of Specialization

This desirable personal relationship is rarely possible at present. Big business has been made possible by the evolution of specialized talent. Today the purchasing agent, the auditor, the chemist, the sales manager, and the production engineer are called into council by the chief executive, to discuss the work of their particular departments. As business grew to immense proportions, methods necessarily became mechanical; the human equation was nearly forgotten. A telephone message or a written form of communication from superintendent or foreman, transmitted perfunctorily to the workmen, in many cases has taken the place of the personal request.

Restoring the Humanizing Influence

The problem today is to restore that personal inspiration or to find a suitable substitute, both human and humanizing, to take the place of the former master-and-man relationship. To do this there must be a department given over to employment and nothing else, where all functions pertaining to the getting, selecting, assigning, and holding of help may be centralized; this department must have a competent head who can act as a medium through which the personal touch will be restored and maintained.

Bad Employment Methods Illustrated

Where there is no employment department, the work that ought to be done by an employment manager, the work which has so directly to do with the restoration of the humanizing influence, is too often left to anybody or everybody, from the general manager or superintendent down.

A factory worker injured his arm, and was for some time prevented from working. As he was under pay during the period of recuperation, it was thought economical to find some kind of a job for him. He was put in charge of *employing*! Following is his own statement of the methods he employed in choosing men: "If a man approached me and I liked his looks, or if he smiled, I would ask him where he worked. If he spoke of some place I had heard of I gave him the job. If I did not like his appearance, if he did not appeal to me, I turned him down."

About the time the above-mentioned workman recovered the use of his arm, another man was injured; a piece of metal fell on his foot. The work of employing was immediately turned over to him. So far as this "employment manager" was concerned, one man was as good as another. He did not even trouble to discriminate between his likes

and dislikes. Apparently, the necessary qualification for an employment manager in that factory was to break an arm or a leg. ✓

In many plants, the hiring is in the hands of the man at the gate, in conjunction with the foremen. If the applicant does not strike the fancy of the gateman, or if this functionary does not care to be bothered just at the time, the job-seeker gets no further; but is turned away, often gruffly, even before the foreman has a chance to see him and ascertain his desirability as an employee. Because of this system many valuable employees are lost to the firm.

Some plants depend upon the foremen to hire whatever help they can get from among their friends. If the number supplied in this way does not meet the demand, the quota is filled from the crowd of job-seekers usually found in the waiting-room or at the entrance. In such cases the foreman may misuse his power. For instance, a foreman in a large factory was called upon to interview an applicant. He hurled at the job-seeker a lot of irrelevant questions and turned him away without really learning anything about his ability. The foreman, when asked why he did not hire the man, said, "He is lame." As the man walked away from the plant, he did not exhibit the slightest evidences of physical disability. It was disclosed later that the applicant was a valuable man who had previously been in the employ of the company and whose discharge had been caused at that time by his temerity in calling his foreman a "damphool" as a result of a publicly administered rebuke. The foreman of this story was a friend of the foreman who had been so picturesquely anathematized, and was acquainted with the circumstances of the case. The consequence was that he rejected the applicant, and through prejudice and false loyalty to his friend prevented the plant from securing a valuable and efficient worker.

A Summary of Hiring Errors

The inefficiency and futility of such methods of hiring are, of course, apparent. The examples cited above are simply specific illustrations of some of the worst of the errors still made in selecting and hiring. In brief, the most common of these errors are:

1. Careless hiring. The theory that one man is as good as another.

2. Favoritism on the part of a foreman. The foreman stands among his comrades as a person of importance because he can give a man a job. He is likely to allow this standing to become more important than his loyalty to the firm.

3. Preference. Preference may be given on grounds of church membership, creed, or nationality, regardless of fitness or capacity for the job; or to members of the same secret society. Such organizations are sometimes brought into disrepute by being utilized for a purpose for which they were never intended.

4. Bad-tempered hiring. The individual doing the hiring often speaks gruffly or makes the applicant wait an hour or two before the interview. The bad impression thus created at the beginning reflects discredit on the plant.

5. The personal factor interferes. The one who hires rarely gives an encouraging interview to men who do not appeal to him personally.

6. Envy between foremen. Frequently one foreman may be envious of another foreman. Instead of referring to the other a promising applicant whom he cannot use, he will prefer to let the firm lose a good workman; he does not realize that he has any need to be concerned about the wants of another department.

7. Thoughtless firing. A man is liable to be fired as quickly as he was hired and with the same gracelessness, indifference, or prejudice. Calm reason, not prejudice and

spite, must characterize the personal relations between the firm and the employee.

Employment Department a Necessity

A study of a later chapter on the cost of labor turnover which results from haphazard hiring and firing, will convince doubters as to the need of an employment department. Though it is probable that a plant should employ a minimum of 250 persons to justify the establishment of a separate employment department, an understanding and application of employment management principles should extend to the smallest plants, regardless of whether they feel warranted in separating this work or not. The application of the turnover cost figures to the labor turnover of almost any business which hires and fires unsystematically, will prove conclusively that the employment department is based upon sound business practice; it is a money-saver and a financial asset, as well as a great humanizing influence.

CHAPTER II

THE FUNCTION OF AN EMPLOYMENT DEPARTMENT

Departmentalized Industry

The industrial world has functionalized and departmentalized all its branches. We have now the production department, the purchasing department, the sales department, and many others. But one of the most important of all, the employment or personnel department, is only now establishing itself on a par with the others, though its field offers an even greater opportunity for constructive work. The employment problem is as subtle and complex as human nature itself. It cannot be handled entirely by statistics, which, though essential in their place, form only a single factor in its solution.

The Broad Conception of Employment Work

In the broadest conception, the personnel department has supervision over practically every relationship between employer and employee. Because the position of employment manager is of comparatively recent origin, and because the function of the position, though constantly gaining in importance, varies in different plants as to scope and authority, it is impossible to place definite limits to the work of the employment department.

Throughout this book the broad conception of the function of such a department has been adhered to, for it is this conception that is becoming general in the minds and plans of executives throughout the country.

Employment Department Problems

To the employment department, then, will come problems relating to all the following functions of industrial administration:

1. Getting help.
2. Job analysis.
3. Identification systems.
4. Industrial training—education, etc.
5. Housing.
6. Placing men in proper places.
7. Promotions.
8. Discharges.
9. Tardiness.
10. Transfers.
11. Arbitrating employees' grievances.
12. Labor turnover.
13. Wages, hours, etc.
14. Absentees.
15. Safety.
16. Welfare work—recreation, etc.
17. Plant publications.
18. Mechanical systems for the employment office, so that its functions may be properly administered.

Manifestly, the task of the employment department is an important and difficult one.

Figures 1a and 1b graphically portray, under related classifications, such functions as fall within the scope given to employment or personnel work under the broadest interpretation of management. From the workers' viewpoint the same functions, more elaborately detailed, are shown in Figure 1c, which depicts nearly every possible contact between the personnel or the employment department and the worker.

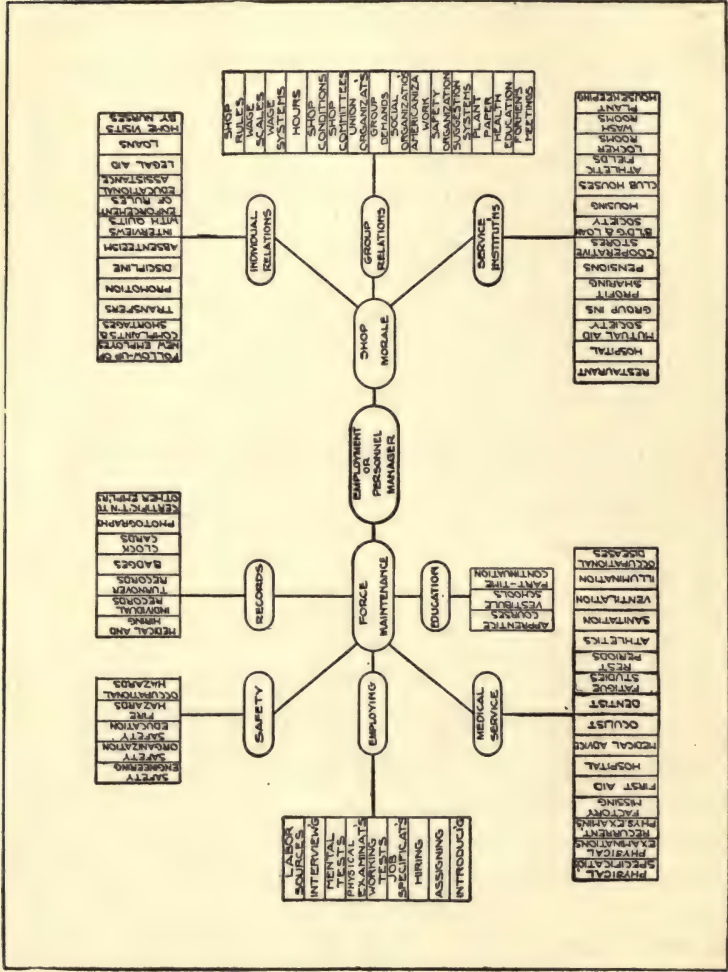


Figure 1. (a) Chart Portraying the Related Functions of the Employment Manager

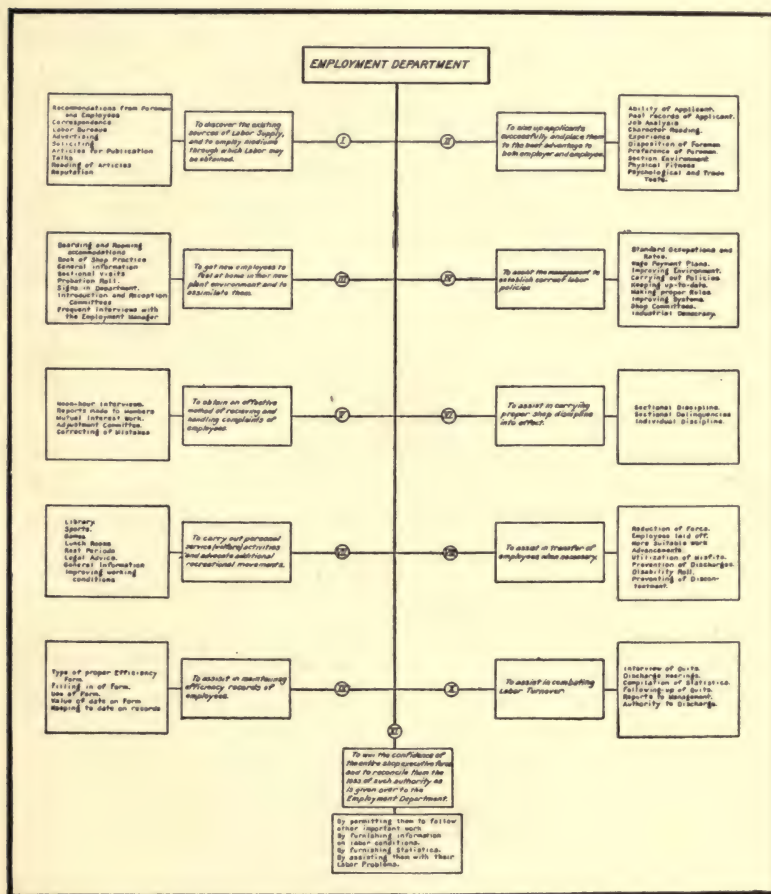


Figure 1. (b) Chart Portraying Additional Functions Falling Within the Scope of the Employment Manager

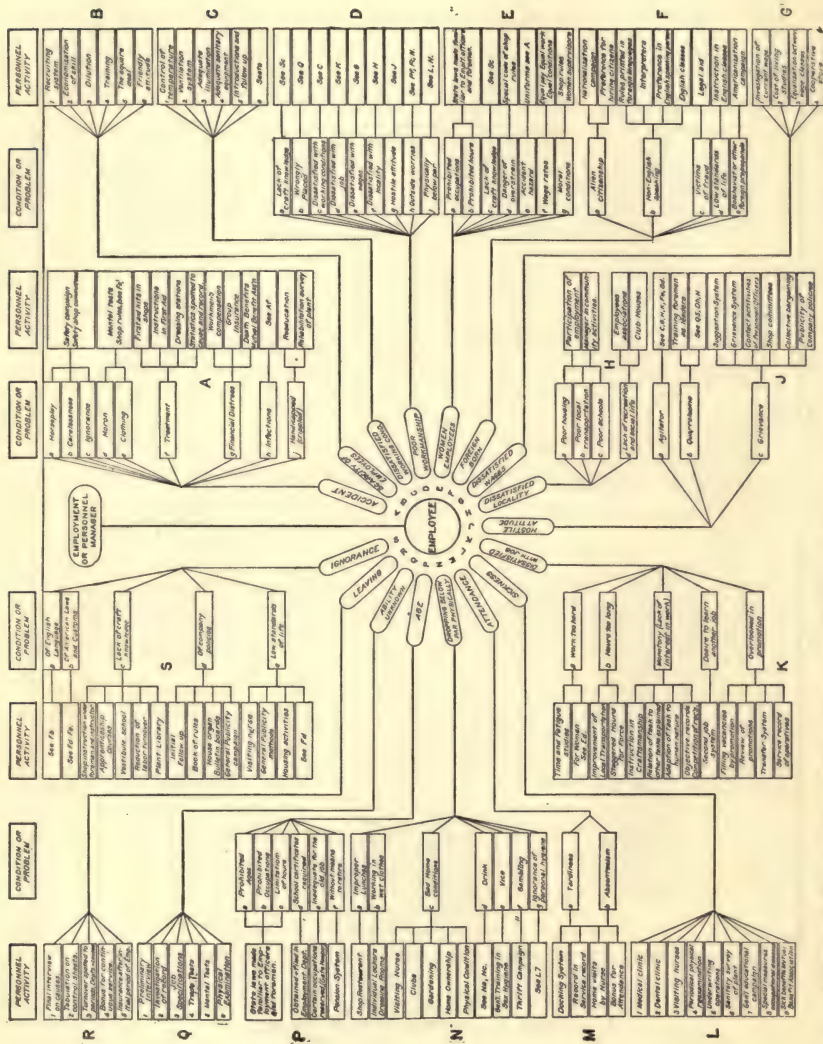


Figure 1. (c) Chart Portraying all the Functions Falling Within the Scope of the Employment or Personnel Manager

Fundamentals of Employment Management

Every industry has problems of employment peculiar to itself, depending upon the nature of its work, its policy, and the nature of its personnel. The methods of securing, employing, and holding help which are successfully used in one factory, cannot always be advantageously adopted in another. The same set of circumstances does not obtain in all factories and often not at different times in a single factory. Successful employment management, consequently, necessitates a comprehensive grasp of fundamental principles.

From a comparative study of many cases, certain fundamentals have been revealed which are necessary to the success of any employment department, regardless of its size or the type of business in which it is operating. The most important of these may be summed up as follows:

1. **Co-operation.** The employment department must work in harmony with every man in the plant. Its primary purpose is to get and hold efficient workmen; the fulfilment of this purpose is possible only if the department has the co-operation and hearty support of the workmen.

2. **Support from the management.** The moral support of the management is essential. This support must come from a sincere desire to better the lot of the worker. The mere signing of an order does not establish an employment department.

3. **Efficient systematizing.** Many of the problems of the employment department can best be solved by the installation of an efficient system of forms or the like. The system must not only be theoretically excellent, but also practically workable. General familiarity with such systems, and the ability to choose and adopt those best fitted to the particular case, are essential parts of an employment manager's equipment.

4. **A competent personnel.** A competent employment department personnel will comprise men who have accurate

knowledge of, and enthusiastic interest in all the problems which come to the employment department for solution. The chief attribute necessary for this personnel, and particularly for the employment manager himself, is a thorough understanding of everything that may be classed under the broad term "human engineering."

Adapting Suggestions

The following pages, accordingly, do not embody a ready-made plan, but rather a survey of what has been tried and found useful. Mistakes have been eliminated, non-essentials discarded, and constructive suggestions and plans set forth. The instructions and forms here given will not apply universally, but they may be used as a reliable foundation upon which to develop a satisfactory employment department. Each reader must discriminate and choose for his own case such as are applicable to his own particular business.

CHAPTER III

THE EMPLOYMENT MANAGER

Training the Employment Manager

Fortunately, employment managers can be made, though only a few are born. To determine the grade of man who will successfully fill the position of employment manager, his training, his rank in the organization, his personal and mental characteristics—and not least, the title which is to be given him—is a task which calls for careful analysis.

The hiring and handling of the human machine is a professional activity worthy of the full attention of a well-paid, responsible, and able executive. If a man of the right natural qualifications can be found already within the organization, he can be trained in the technique of the work; otherwise a man should be procured from the outside.

So technical and important, however, is this business of “human engineering” that the best way to get it started, if a man is taken from within the organization, is to have the appointee work for a limited time under the direction of an expert from outside, a consulting employment manager, who has made a profession of installing employment departments and training employment men. Where this plan is not feasible the new manager should arrange to attend one of the courses of instruction in employment management given at the various colleges. He may round out his knowledge by a well-prepared reading course and by correlating with his practical daily work the theories and the suggestions gained from his studies.

Responsibilities and Rank

The position is an extremely responsible one. On the success of its administration depend:

1. The efficiency of the employees.
2. The permanency of the personnel.
3. The reputation of the firm, inside and outside.
4. To some extent, also, even the ultimate profits of the business.

Holding, as he does, a position of great responsibility, the rank of the employment manager in the plant organization should be correspondingly high. He is second to none in importance; he should rank with the superintendent of production, or the works manager. He should be responsible only to the highest executive—the general manager, superintendent, factory manager, or whoever he may be. Within his own sphere, he should have authority identical with that given to the heads of other departments if he is to do effective work. The importance of his station was recognized by the government during the war when one of its departments sent out the following letter to many concerns in the country:

TO PRESIDENTS OF SHIPYARDS AND AUXILIARY PLANTS

Assuming that the employment manager has the proper qualifications, there are several good reasons for giving him a rather wide leeway in handling workers and their problems:

1. If he knows how to hire, he gets the confidence of the workers from the time they apply for work, and strengthens that confidence by the exercise of sympathy and understanding.
2. His position enables him to know the viewpoint of both employee and employer—a knowledge not always possessed by any other individual in the plant.
3. Being nobody's "boss" and sufficiently removed from

departmental jealousies so that his hands are free, he should be able to adjust many minor complaints and disputes that might otherwise grow to serious proportions.

4. If he is worthy of his craft, he knows those government agencies created for the prevention of industrial disputes and how to invoke their aid.

In many large plants, the idea of giving the employment manager wide authority in labor matters has solved knotty problems. The ability and personality of the individual is a large factor, but if his scope is increased gradually, little harm can result from a trial of the plan.

L. C. MARSHALL
Director of Industrial
Relations

What's In a Name?

The title by which the head of this work is designated, varies in different places. Because of the broad scope of his activities and the wide view now taken of employment work, the title of "personnel director" is often used. "Employment manager," "employment executive," "supervisor of personnel," "service manager," "superintendent of employment," and "employment adviser" are the other names in common use. Since there is no universal name to designate managers responsible for personnel supervision, and since the term "employment manager" is often used interchangeably with that of "personnel director," no distinction is made between these terms when used in this book; both are assumed to refer to a man in charge of employment and personnel work in the broadest meaning of the term.

Personality

The employment manager must be, as Mark Twain puts it, "big and motherly." He must be a man of keen perception

and of broad human sympathies. He must be determined, practical, and courageous; but his courage must be tempered by tact. He should have a well-modulated voice and a pleasing manner. He must practice the philosophy that "it is the smile that wins." He must have a fully developed and practical sense of justice and fair play. He must be quick and sure in making decisions and firm in carrying out his policies. He must have at his command enthusiasm, earnestness, and energy, and he must utilize these faculties daily if he is to succeed in his work.

The employment manager's greatest asset, perhaps, is common sense. By this is meant not only the rational application of one's own experience and that of other people, but also a practical knowledge of the ways of the workaday world, a thing that makes a particularly strong appeal to the workman.

Mental Needs

The employment manager should have a good working acquaintance with every subject which bears on human and industrial relationships. A knowledge of economics, politics, business law and administration, sociology, psychology, efficiency methods, and industrial management—all will be of practical use to him.

Coupled with this he should have some technical knowledge of the jobs for which he is to hire men and of the actual working methods and conditions. He can familiarize himself with shop conditions by getting around the plant as often as possible. Thus he can supplement his personal knowledge by talks with the foremen, with whom he should make friends. By doing this in the proper way, not in a patronizing spirit or for the purpose of spying or prying, he will not be treated as an intruder but will be accorded full opportunity and friendly assistance to complete his studies. Although some

technical knowledge of the work of the various positions in the plant is valuable, it is manifestly not possible to dispense with it.

"He must be able to search for and ascertain facts pertaining to his problems, give them proper relative valuation, and make sound conclusions. He must know how to analyze new problems; to work out original solutions."¹ He must, in brief, be the possessor of broad, constructive vision and of direct, result-producing mental powers.

While personal experience is good as a basis, and varied information obtained by intelligent observations or investigation is excellent as a superstructure, an employment manager should not make too much of his own knowledge. He must never think "he knows it all" and must never feel himself independent of the foremen and other executives.

The Employment Manager as an Interviewer

It is as an interviewer that the employment manager can best demonstrate his special ability, for this particular function requires a rare combination of faculties. He must elicit information by deference and intuition; he must apply it with tact and moderation, not forgetting that subtle, all-pervading grace of true charity. He must be above all a "good listener," both listening alertly and taking notes carefully, not trusting to his memory. Note-taking also possesses other virtues which inspire the applicant with confidence and set him at his ease. If the employment manager practices the interviewer's art with assiduity, he will soon be able to turn away applicants more graciously than others can take them on.

The craft of the "Complete Interviewer" is more delicate and complex than that of the "Compleat Angler," for his fishing is for men.

¹ Harlow S. Person, Dartmouth College Bulletin. United States Bureau of Labor Statistics. No. 196. May, 1916.

The Employment Manager's Task

Equipped with these personal and mental characteristics, the ideal employment manager, trained by assiduous practice in the duties of interviewing, finds himself prepared to take up his most delicate and difficult task of properly hiring, placing, and constructively holding workers; of restoring to industry the humanizing influence; of being a successful "trouble agent" and "pacificator."

CHAPTER IV

ESTABLISHING AN EMPLOYMENT DEPARTMENT

Initial Tasks

Beginning his work in a plant, the employment manager is immediately confronted with three tasks:

1. To secure the co-operation and constructive help of the executives, the foremen, and the workmen.
2. To determine the most effective staff for his office, and to choose the men to form that staff.
3. To lay out a plan for his offices which will meet the varied needs of his department and allow for future change and expansion.

Having done these things he is ready to begin the actual work of getting and holding help.

The "Council of Peace"

Most important and essential of the tasks is that of establishing friendly relations throughout the plant. When an employment department is inaugurated, there are men, of course, who will regard its intent with aversion, as though it were but another of those things which are foisted on them in the guise of service or welfare. Two nobler words could scarcely be found than "service" and "welfare," but at times they have been seriously abused.

The best way to gain the required co-operation is to call into a general council all the executive heads, foremen, and subbosses, for a free and frank discussion. This general meeting should be preceded, however, by conferences and inter-

views with various individuals and small groups. Conferences with those chiefly concerned, such as the general manager, the works manager, and other officers of the company, should be held. The foremen should be first taken singly, and then brought together in groups of four; and the plan in mind should then be gone over in detail. Suggestions should be encouraged, in either oral or written form. Some men talk well but cannot write; others hesitate to express themselves in any open forum.

After such individual opinions have been elicited, and the various suggestions and objections recorded, the general meeting of the whole body of executives, foremen, and subbosses, may be called, for the plan will then be sufficiently developed for open discussion. At this meeting a scheme for administration should be agreed upon, tentative, of course, and subject to modification. The final plan will be a gradual development, the outgrowth of subsequent experience. Indeed, no plan is really final; that is to say, it can never be iron-bound and rigid. Every successful plan must be flexible and adjustable to conditions; its development should be in the nature of an organic growth.

Blazing a new path may be difficult, but such a meeting as outlined will go far toward making the way easier. A United States Shipping Board bulletin,¹ issued in 1918, said in this connection: "Probably the best way to make the foremen and superintendents understand the help that the employment manager can give them is to get them together in a body—preferably at a luncheon or dinner, as this promotes a feeling of genuine fellowship."

Winning the Executives

Opposition is sometimes met with from executive heads. Such opposition is illustrated by the remark of a superintendent

¹ Bulletin I. Handbook on Employment Management. United States Shipping Board, Emergency Fleet Corporation. Philadelphia, 1918.

who said to a newly installed employment manager: "If you take the authority of hiring and firing from the foremen, I would rather quit first."

That superintendent thought he was protecting the interests of his firm in bolstering up a traditional privilege of the foremen. His intentions were honorable, but his ideas of the most advantageous distribution of authority were confused. This same superintendent was accustomed to check up the foremen on matters of materials and machinery, and tried to save every penny by careful supervision; yet when it came to hiring and firing men—a far more delicate matter—he did not hesitate to give the foremen full sway.

Most executive heads, however, are constructive, rather than obstructive, and considerable assistance may be expected from them. They are usually the first to welcome the more rational scheme of selecting employees. Realizing that it means a stopping of the waste that comes from irregular and unsatisfactory employment methods, they are not troubled about the details.

To gain the hearty support and co-operation of these executives it is usually necessary for the employment manager to "sell" most of the following ideas, and others of a like nature, to those not already convinced.

1. Labor turnover is unnecessarily large and far too costly. The employment department will cut down this turnover and thus greatly reduce expenses.

2. Breaking in new men means lessened efficiency. The reduced labor turnover means increased production.

3. The employment department will co-operate with other departments in the task of training workers.

4. It will take from them, also, the burden of hiring, and by scientific methods will provide them with capable employees.

5. It will furnish them with information concerning general labor conditions.

6. It will anticipate their demands for workers and be able to tap, at a moment's notice, labor supply sources usually out of reach of the individual department head.

These points are merely suggestive of the many which may be advantageously used in appealing for the support of the executives and department heads.

Gaining the Foremen's Support

It is absolutely necessary to get the co-operation of the foremen. They should be advised that the employment department will shoulder the responsibility of hiring, advising, and holding the worker, and will relieve them of this arduous task. They may be reminded that they are part and parcel of the organization and that the management desires them to feel that they are helping to develop the employment department. It should be made plain to them that little, if anything, can or will be done without their assistance and advice; that success depends upon the measure in which they contribute their judgment and efforts; that their rôle is still to put forth the same effort for getting in good men and to exercise the same care in treating them considerately; and that they may thus render effective the efforts made in this direction by the employment manager.

The foreman should be made to realize his growing responsibility and solid importance, in place of his former overweening self-importance. Too much stress cannot be laid on the assistance of the foreman as an essential factor in industry. The foreman is the man who should be won over first, but the employment manager must not be discouraged if he should sometimes be the last to yield. The employment manager should deal with him in a straightforward, open manner, not giving any ground for suspecting that anything is to be "put over on him." Thus the foreman will realize that the employment manager is working for the common

interest, and that the employment department is being established to help him. Having grasped this fact, he will gladly assist in the phases of the work where he and the employment manager have a common interest.

In this way the employment manager will have little trouble in getting a fair trial for any plan he may wish to carry out. Every allowance must be made, however, for the influence brought to bear upon the foreman by tradition and environment. Habit, too, is fixed and does not alter in a day. Therefore the employment manager must be patient; he should recollect that "obstacles are made to be overcome"; that the bigger the task, the bigger the man who accomplishes it. In spite of all criticism, he must have courage. If the criticism is constructive, he should welcome it and incorporate it in the consecutive method of procedure, which he should carefully plan, write out, and then follow. He should put into operation one detail at a time and be sure that the whole machinery is meanwhile working smoothly and is not brought to a standstill by some unexpected development.

Showing the Foremen the Benefits

The employment manager must show the foremen individually the disadvantages of the old régime and the advantages of the new. He might ask them, for instance, such questions as these:

1. Did you not waste much of your time, under the old system, doing clerical work?
2. Did you not waste the most important hour of the day—the morning hour—interviewing applicants?
3. Were you not thus taken out of your proper sphere of duty?
4. Was not your opportunity for proper control over your men consequently diminished?

5. In losing legitimate influence, did you not have to assume an autocratic control, and thus become anything but popular, although you may have been rendered a mock homage by the workmen because of your power to hire and fire?

These, and like questions, will aid in pointing out to the foremen that the employment department is a positive help to them and not a detriment.

It is not difficult to show foremen, who have often felt under compulsion to give their friends jobs which they could not properly fill, how much better it would be, if, when solicited for positions by incompetent friends, they could escape the dilemma by casting the responsibility on the employment department. For these and other reasons, practically every level-headed foreman will agree, after a time, that the establishment of an employment department, will relieve him of heavy and unnecessary burdens, and that he will be set free to follow his own special task of properly supervising the work of his department so as to obtain maximum efficiency. Having more time to devote to their proper functions of educating the workmen, creating harmony, maintaining the necessary personal touch, and bringing up the output to normal, the foremen will earn the real respect and gratitude of their workmen.

After having been relieved by an employment department of the task of securing and dismissing employees, and after noting the results of the new régime, few foremen will desire to go back to the old. The executive, moreover, if he has had any hiring to do, is usually glad to be rid of it, because he has so many other things to attend to which he considers of greater importance.

Another important function of an employment department is to place every man where he has the best chance for himself. By doing thus the employment department enables the worker to benefit himself, his firm, his fellow-workers, and the whole community; he becomes conscious of his worth and gains in

self-respect and good citizenship. The department should be the means, not merely of adding men's names to the pay-roll, but of harmonizing their welfare with the welfare of the firm, and making of the two, one.

The favor and co-operation of the workmen themselves can be obtained by the employment manager by means of such devices as plant publications, personal conferences concerning grievances, etc. The two fundamentals, however, which will go farthest toward establishing this friendly relationship are honesty and justice.

By rigidly adhering to these principles at all times, regardless of how hard it may seem in a particular case, the employment manager will rapidly gain the co-operation, assistance, and actual support of the mass of workmen.

Selecting the Staff

Next to gaining the good-will of everyone in the plant, the most important phase of installing an employment department is the selection of an able and competent staff. In making such a selection, the employment manager is working at his own trade; he must be successful in choosing competent men for his own department, if they in turn are to assist him effectively in choosing men for positions throughout the plant.

The number of people required to staff an employment office varies with the size of the plant. On a basis of one thousand employees, there should be, in addition to the employment manager himself, one assistant who is able to fill in anywhere, who can take charge of the office details, such as filing, issuing badges, recording and tabulating information on forms, etc., and following up absentees. The assistant should know stenography as a help in handling correspondence. There should be also as many file clerks, typists, and such other competent office help as the needs of the work may demand.

The Functionalized Department

In a large plant, where the total number of employees is about eight or ten thousand or more, the work of the employment department is usually more highly functionalized. In the work of employing help, a number of skilled interviewers will be needed, each trained for interviewing a particular type of applicant. Moreover, the tasks of developing sources and channels of labor supply, investigating past records of applicants, handling the identification system, and the keeping of personal records, will all require separate supervisors to insure proper handling.

Different specialists should be put in charge of the training of workers in the use of methods and appliances insuring safety, of the medical department, of group relations, of plant and civic betterment, of adjustment of workers' grievances, and of general education.

It is, of course, impossible to lay down hard and fast rules, as to the size of the employment manager's staff; the exact number must be determined by the size of the plant and the scope of the work. The staff must, however, be large enough to handle economically and adequately all the detail and administrative work of the department. The important thing is that every member of the staff be chosen with care, and that the duties of every position be clearly outlined, so that no duplication of effort may occur.

Viewing all the branches and subdivisions of personnel work on the broadest possible lines, and assuming the functions to have been centered under a "director of personnel" in a very large plant, the illustrative chart printed on the opposite page (Figure 2), which was prepared by Melville LaMarche, employment expert with the United States Department of Labor, gives a logical grouping and presentation of the "human engineering" department in its highest development.

FUNCTIONS OF THE PERSONNEL DEPARTMENT

GENERAL MANAGER

DIRECTOR OF PERSONNEL

FACTORY TRAINING	EMPLOYMENT	HEALTH AND SAFETY	WORKING CONDITIONS	GROUP RELATIONS	CO-OPERATIVE ACTIVITIES	ADJUSTMENTS	GENERAL EDUCATION
<ol style="list-style-type: none"> 1. Training department: <ol style="list-style-type: none"> (a) New employees. (b) Present employees. 2. Apprentice centers. 3. Shop instruction. 4. Part-time training: <ol style="list-style-type: none"> (a) Practical shop-training. (b) Technical school. (c) In plant. (d) In public schools. 5. Special courses (continuation schools). 6. Evening classes: <ol style="list-style-type: none"> (a) In shop schools. (b) In night schools. (c) In private schools. 7. Lectures. 	<ol style="list-style-type: none"> 1. Developing sources and channels of labor supply: <ol style="list-style-type: none"> (a) Public employment offices. (b) Public employment agencies. (c) Private employment agencies. (d) Within the plant. (e) Promotions. 2. Interviewing and selection: <ol style="list-style-type: none"> (a) Mental tests. (b) Trade tests. (c) Physical tests. 3. Investigation of past records of applicants. 4. Introduction and follow up. 5. Rules and information. 6. Setting entrance wage rates within limits. 7. Identification badges, clock cards, tool checks, locker keys. 8. Personnel records. 	<ol style="list-style-type: none"> 1. Safety department: <ol style="list-style-type: none"> (a) Educating employees to safety. (b) Installation of appliances. (c) Correcting dangerous conditions. (d) Proper clothing. (e) Occupational hazards. (f) Posture. (g) First aid. (h) Materials handled. 2. Medical service: <ol style="list-style-type: none"> (a) Physician. (b) Nurse. (c) Oculist. (d) Nurse. (e) Visiting Nurse. (f) First aid. (g) Physical examinations. 3. Co-operation with local health officers. 4. Co-operation with state, national, safety, and health associations. 	<ol style="list-style-type: none"> 1. Hygiene. 2. Sanitation. 3. Restaurant. 4. Supervision of lockers. 5. Heat. 6. Light. 7. Ventilation. 8. Toilets. 9. Fire hazards. 10. First aid. 11. Rest periods. 	<ol style="list-style-type: none"> 1. Introduction of new policies or revised standard practice. 2. Team work and inter-departmental co-operation. 3. Shop discipline. 4. Complaints and grievances. 5. Shop committees. 6. Relations with labor organizations. 	<ol style="list-style-type: none"> 1. Plant betterment. 2. Athletics. 3. Recreation. 4. Plant journal. 5. Bulletin boards. 6. Suggestions. 7. Insurance and pensions. 8. Civic betterment. 9. Legal aid. 10. Clubs and committees. 11. Thrift. 12. Housing. 13. Transportation. 14. Co-operative store. 15. Loans. 16. Gardening. 	<ol style="list-style-type: none"> Based upon foreman's recommendations. Rating employees. Promotions. Wage increases. Discipline. Dismissal. Abandonment and tardiness. 	<ol style="list-style-type: none"> Library. Visits to other plants or other departments. Special instruction and assistance for special groups, as gardening, first aid, etc. Co-operation with community, state, national agencies. Arrangements for attendance of employees at meetings of trade or technical associations.

Figure 2. Chart Portraying the Functions of the Personnel Department

Fundamentals of Office Layout

To reach its point of greatest effectiveness, the work of the employment department must be carried on in offices especially designed for its purposes. The layout of the employment offices will vary with the size of the plant and the scope of the work. There may be several rooms, or only one, if it is spacious enough.

Two chief necessities exist, however, in the layout of any employment office, large or small:

1. Men who apply for positions should have a convenient and comfortable place in which to wait, provided with a sufficient number of chairs. Instead of crude stalls, counter or "pigeon-hole" partitions, the flat-top desk or table should be provided, at which both interviewer and applicant should be seated. If a separate room is available for interviewing, that is better still, as it insures greater privacy, and space for filing records. The meeting of the "company" and the applicant must be under the most favorable conditions possible.

2. The records gathered by the office should be kept in a section by themselves. These records are extremely important and usually of a confidential nature. They should be accessible to any authorized person but should seldom be permitted to leave the employment department. The records which are made up of the forms themselves—amplifications and summaries giving information regarding personnel and related matters on charts and in report form—are manifestly indispensable; they are the tools and exhibits, the evidence and the account of all transactions. They must, then, be accurate, current, adequate, reliable, and graphic; and they must be in proper condition for convenient reference.

The tentative plans for an employment office, drawn up by the Yawman and Erbe Company during a recent employment managers' convention, offer suggestions of great value in planning the ideal employment office layout. These plans,

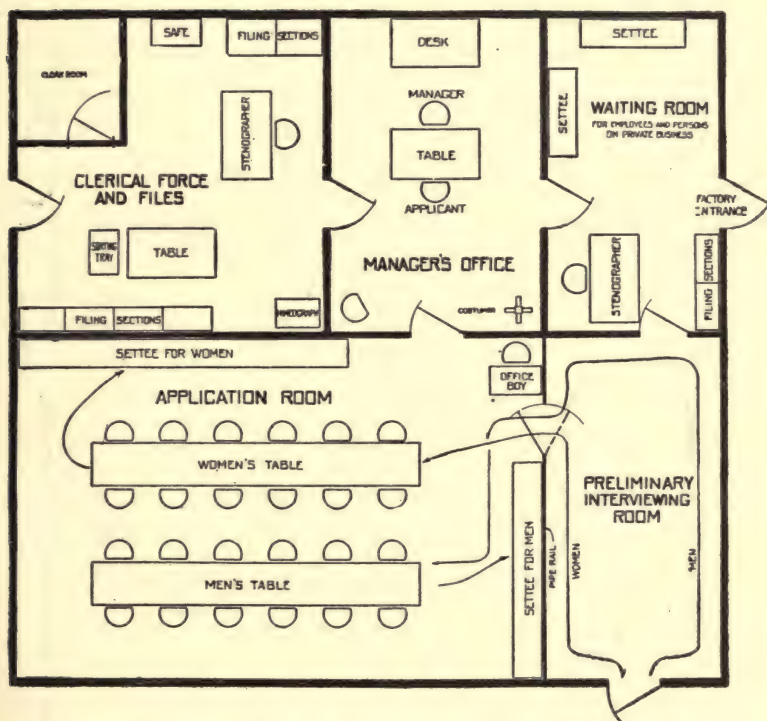


Figure 3. Suggested Plan for Employment Office in a Plant of 500 to 5,000 Employees

Same office for both male and female applicants.

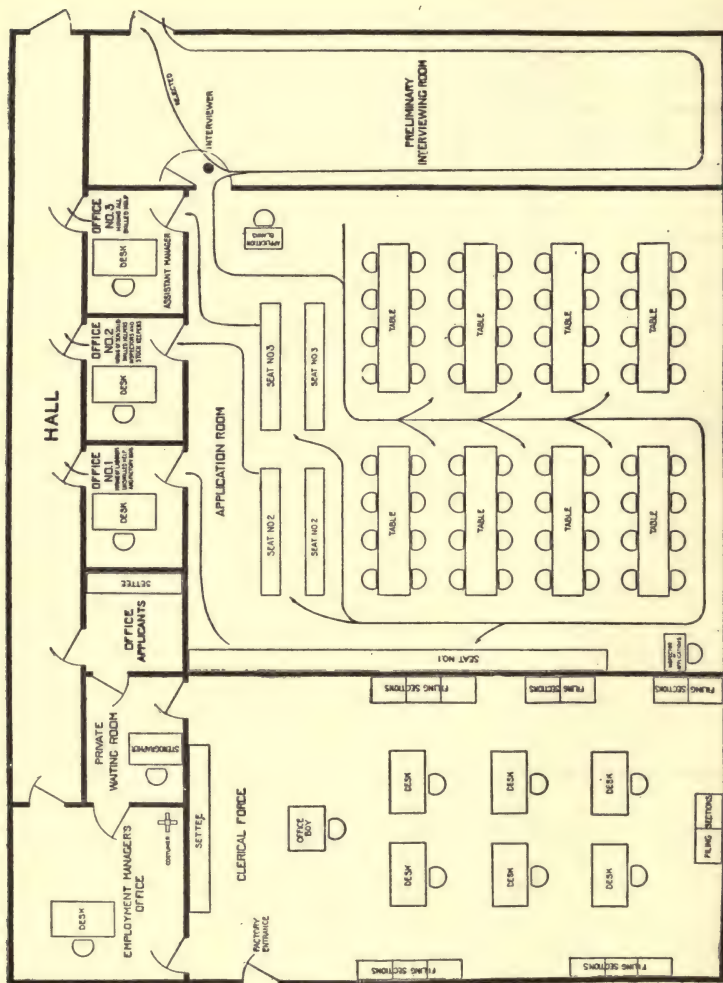
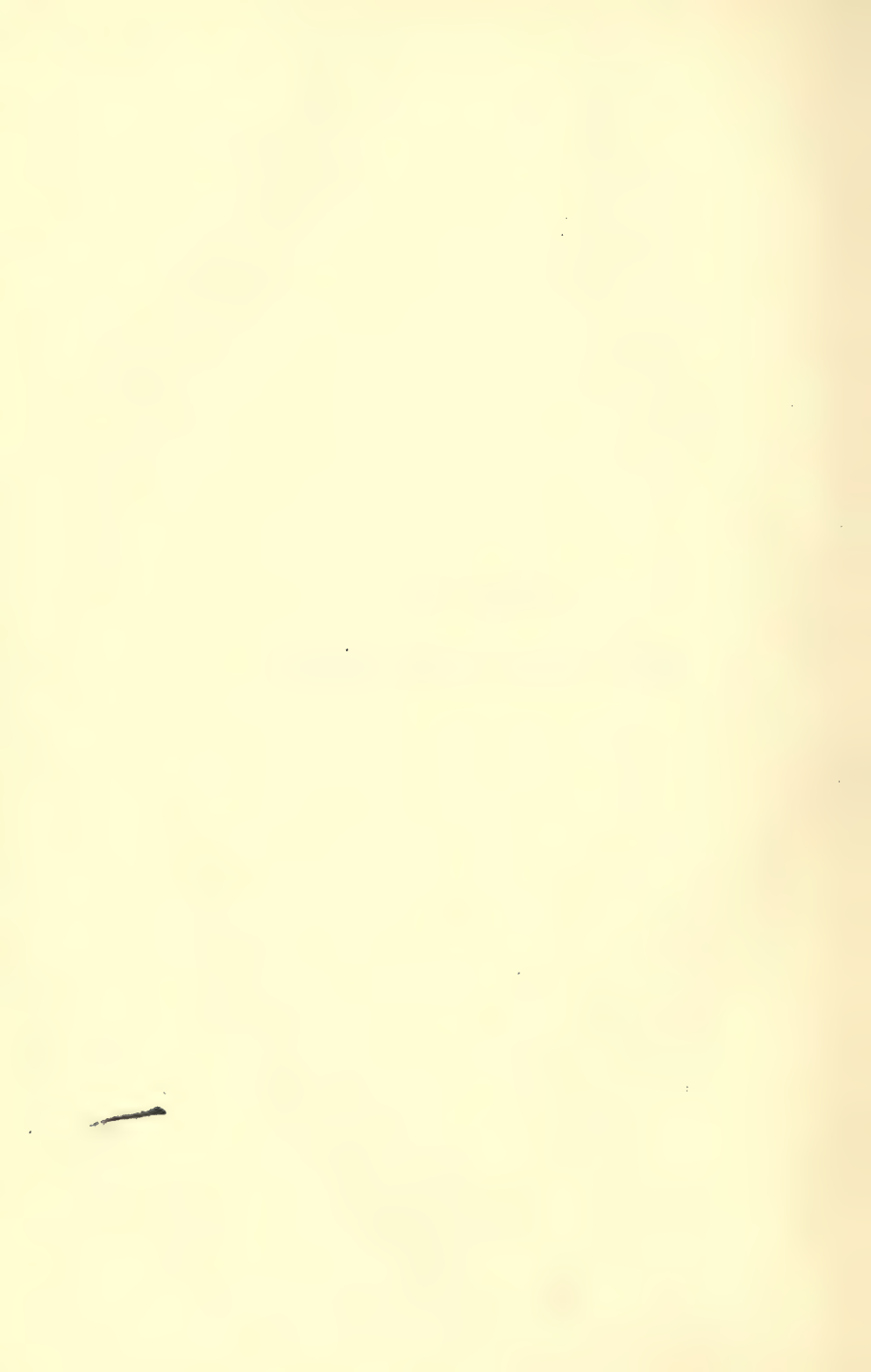


Figure 4. Suggested Plan for Large Employment Office in a Plant of 5,000 or More Employees
This plan may be used for either male or female applicants, but not combined.

see pages 31 and 32 (Figures 3 and 4), are self-explanatory. A careful study of them will show that they embody the two fundamental necessities mentioned above, as well as many minor features of importance.

Having established himself in the plant, re-enforced himself by the selection of a capable and well-equipped staff of assistants, and planned his office in such a way as to make for the greatest efficiency, the employment manager is ready to undertake the actual work for which he is employed.

PART II
GETTING EMPLOYEES



CHAPTER V

EMPLOYMENT FORMS—THE APPLICANT

Developing Useful Forms

Classified and systematized forms are as essential to the activities of an employment department as tools to a workman. When prepared with care and precision, these forms become the very mechanism of the employment department. Consequently, the task of developing them in detail, and of using them effectively, is an important one.

Forms must be made in every case to fit the need of the individual concern. They should not only furnish adequate information but should be as simple and brief as possible. ~~They~~ can be the result only of investigation and "cut-and-try methods." They can be derived from those which are in use in other places, but these borrowings must be adapted to the requirements of a particular plant. By a process of selection, elimination, combination, and adaptation, forms are evolved which are virtually original.

In preparing the material here given concerning form development, several sets of different forms were arranged and sent to interested foremen, superintendents, and other executives, with letters attached requesting that these trial forms be used and tested. The persons to whom they were sent were invited to reply in writing or orally, to suggest how each form, through additions and eliminations, might be combined into what would serve as a permanent set of forms. This procedure was productive of good results. Those receiving the forms recognized that an attempt was being made to function through their practical minds—that the forms were

not mere examples of red tape; consequently, they accorded the necessary co-operation. Results showed that as many as seven trial specimens of a requisition were reduced to two. Another set of five was combined into one. The different sets having thus been reduced to one of each kind, mimeographed samples were made in quantities and submitted to the foremen with instructions as to their use. Further corrections and additions of items on them were asked for until at last a practical set was evolved, and the forms numbered and printed for permanent use.

As a result the following pages show a complete set of employment department forms, developed systematically to cover all the departments' activities. Altogether, the forms of this set carry the man from his entrance to the plant, to the time when he finally severs his connections with it.

Application for Position and Record of Employees

The application for position form (Figure 5) is a complete record of an employee from the time he applies for work until he is withdrawn from the rolls of the company, never to be re-employed. It is a digest of all that can be learned of his experience, education, aptitudes for particular tasks, physical condition—and indeed, everything else that can affect his relations with the firm. In addition to these things it will contain the interviewer's impression of him.

This form, when creased into three sections, constitutes a folder 5 x 8 inches. It will be of advantage to analyze in detail some of the questions appearing on it.

The First Section of the Form

"Nearest Telephone Number," "Present Address," and "Name and Address of Nearest Relative." It is often desirable to re-employ a man who was once laid off, discharged,

Machinists Foundry & Machine Co. APPLICATION FOR POSITION Date May 12

Name Henry Smith Present Address 321 East Ave. Application No. 15

Main Telephone 16 2017 Home Address " Employment No. "

Name of Nearest Relative Chas. E. Smith (Father) Address 1015 Light St. Baltimore, Md.

Family Residence, Address, Street 321 East Ave. City " State "

Date and Place of Birth Aug. 5, 1887 Patton, Maine Age 33 Nationality American

How Long in U. S. " Father Born in Springfield Vermont Mother Born in Boston Mass.

Married " Single " Number (Sex and Age of Children) 2 girl and boy 6 and 8 years

Nationality " Other Dependents None

1st Papers " Widower " Names of Relatives Employed Here, and Position Held Grace Smith Stenographer

2nd Papers " Widower "

Alien " Divorced "

SCHOOLING	YEARS	GRADUATED
None		
Common School	<u>8</u>	<u>yes</u>
High School	<u>2</u>	<u>no</u>
Trade, Night or Bus. Sc.	<u>1</u>	<u>no</u>
Correspondence School	<u>3</u>	<u>yes</u>
Technical		
Self Educated		

Religious Preference (Denomination) Methodist

(Optional) Member of any Labor or Fraternal Organization Odd Fellows

Ever Worked Here Before No Department "

Under what Foreman "

Where Employed Now Not employed

Where Last Employed Wire Rope Co.

Cause of Leaving Did not want to work nights

Uses Intoxicants or Drugs No Sought Excessively No

Connections—Union Non-union

How long No Present occupation Machinist and Shop Electrician

For what work are you best adapted Foreman

Position desired To learn tool making Willing to work as Lathe hand Are you willing to work shifts, nights or overtime if necessary no

At what rate or salary are you willing to start 15¢ hour When could you commence work at once Do you want a permanent job yes

If temporary, how long "

Check once occupation in which you have some knowledge and ability. Check twice occupation at which you are skilled. After each checked occupation write number of years experience.

Yrs.	Concrete Worker	Yrs.	Flint	Yrs.	Lineman	Yrs.	Pipe	Yrs.	Stamping	Yrs.
	Chemist		Final Inspector		Lathe Hands		Cutter		Straming	
	Airplane Mechanic		General Mechanic		Bulldoz Operator		Finer		Sheet Metal Worker	
	Architect		Cannery		B & O		Blender		Stockkeeper	
	Automatic Mach. Opr.		Gly. Engine Repairman		I & L		Puncher		Sanitarian	
	Cordery		Grinders		Machinist		Planing		Structural Steel, Iron	
	Arms		Drill		Machinist's Hand		Polishers		Time Clerk	
	Assemblyman—Kind		Tool		Machines Tool Hands		Profile Operators		Tapping	
	Ball Player		Pin		Machines Tool Oper.		Pattern Maker		Testing	
	Blacksmith		Gear-Bearing		Bench		Apprentice		Trucking	
	Boiler maker		Generator		Turner		E. K. Operator Man		Tool Cauder	
	Book Binding		Grind		Metal Finisher		Regulator		Tool Maker	
	Bronching		Eberhardt		Multigrift		Skilled		Tracer	
	Bearing Scrapers		Grange Makers		Munitions Worker		Setter Up		Telephone Repairman	
	Buffing		Helper		Milling Machine Oper.		Sewers		Transportation Man	
	Clerks		Heating Engineer		Ingersoll		Rip		Water Supply Man	
	Checking		Insurment Maker		Cincinnati		Band		Wood Resamer	
	Receiving		Insurers		Vertical		Cut Off			
	Timekeeping		Joiner		Horizontal		Stock Clerk			
	Stenographic		Laborers		Pricker		Sand Blaster			
	One Nailer		Laundryman							
	Carpenter		Fireman							

DETAILS BY BEST OCCUPATION

Had most experience Shop Electrician 2 yrs Have been a gang

as a machinist 6 yrs worked in a drafting 1 yr boss

room

PREVIOUS EMPLOYMENT

Name of Employer	Address	Names of Position	Length of Service	Reasons for Leaving
<u>Blank Mfg Co</u>	<u>Strong, Ark Co</u>	<u>Machinist</u>	<u>2 years</u>	<u>wanted to come east</u>
<u>St Louis, Mo</u>	<u>Madison, Conn</u>	<u>Electrician & Lathe hand</u>	<u>2 years</u>	<u>Lowered Production</u>

Other References: Name Henry Smith Address "

I hereby declare that the foregoing answers made by me are true (Signatures of Applicant) Henry Smith

Letter or personal interview Personal Notified to report—Date May 12 hour 7 P. M. Result Employed

Signature of Interviewer M. C. Griffith Employed for Department Machinist, Refractory

Remarks: Employed as Lathe hand to be followed up for chance of learning tool making

Figure 5. (a) Application for Position Folder (first and second folds; fold coming just above list of occupations). (Size of complete folder 8 x 13 $\frac{3}{4}$.)

Reverse of first fold is Record of Employee (see Figure 5c).

or who once quit. Furthermore, in case of injury or sickness of an employee, some relative must be notified. In such cases the information recorded under this head is used for immediate reference.

"Present Address," "Family Resides," and "Home Address." This information enables the employment department to determine two things: (1) How near to the plant the applicant lives; and (2) whether or not he lives with his family. The possibilities of a man's remaining on the job for a long period are not very good if the address of his family and his home are in another city, or if, though in the same town, his place of residence is far from the place of employment. Inclement weather, poor transportation, etc., are items to be considered in the selection of an applicant.

"Date and Place of Birth," "Age," "Birthplaces of Father and Mother," and "Nationality." This information throws light on the mixture of nationalities. The information, "First" and "Second Papers," or "Alien," added to the above-mentioned headings, tell to what extent the applicant may be depended upon as a permanent employee, and to what extent, at least, he may be expected to work with Americans. If he be of a clannish nationality or race, it would probably be best to place him adjacent to or among his kinsfolk. It is even advantageous, as regards harmony, to place two men together who are natives of the same city, or even of the same state.

"Married," "Single," "Widower," "Divorced," etc. Married men are more dependable, because they have greater responsibilities. They are, contrary to popular conception, more likely to accept night work, and are usually better workers. Having finished their night work, they return home and put in sufficient sleep and become rested and ready for work. The single man, on the other hand, in what spare time he has or can get, feels that he has social duties to per-

form, and in performing them loses much sleep. As a result he is not as efficient as the married workman. A divorced man may not work with as great ease of mind, for example, if he has alimony to pay, for he probably thinks it an injustice. Or he may be of a combative personality, one hard to get along with. The matrimonial status of a man, whatever it may be, is likely to be a strong factor in making his work effective or ineffective.

“Number, Sex and Age of Children.” These factors are important in selecting applicants. A man with eight dependents rarely works with as easy a mind as a man who with similar pay has three or four dependents.

“Names of Relatives Employed Here and Positions Held.” If an applicant is advised to apply for a job by a relative, or comes of his own accord because he has a relative in the plant, it is likely that the relative will lend him a helping hand and assist him to become familiar with the place and the work. On the other hand, however, the fact of having a relative may lead to relaxation of discipline or undue favoritism.

“Religious Preference or Denomination.” This is an optional question, but the answer, if given, is useful to the employment office. Men of similar religious beliefs harmonize better.

“Member of Any Labor or Fraternal Organization.” Men so affiliated as a rule work well together. Having interests in common, they are usually more congenial. Especially is this true of fraternal organizations that make thorough investigations of candidates' characters, or whose fraternal obligations are such as demand integrity. In certain cases, of course, men of the same lodge or union may be better separated.

“Schooling.” The amount of schooling the applicant has had must not be overlooked. Even the making out of time cards requires at least a common school education. A high

school graduate will possess more general information than a common school graduate, and will appreciate being placed on a job that requires intelligence. The workman who has had the courage, ambition, and persistence to attend and graduate from a trade, business, technical, or correspondence school may have special qualifications, as may other self-educated men.

“Ever Worked Here Before”; “Under What Foreman.” If the applicant has worked in the plant before, the answer to this question enables the employment department to learn something about him from one of the foremen.

“Where Employed Now.” It is not always advisable, except by common consent, to hire men promiscuously from other plants, for such a practice encourages the shifting of men from one plant to another.

“Where Last Employed.” Information from this source makes possible a check on the applicant’s truthfulness regarding his discharge, lay-off, or voluntary leaving.

“Cause of Leaving.” If the provocations for leaving places of employment are very slight, the grievances complained of, in all probability, are imaginary. This can be judged from the causes stated.

The answers to these three questions furnish an insight into the likes and dislikes of the applicant and indicate his capacity for holding a job under varying conditions.

“Use Intoxicants or Drugs”; “Smoke Excessively.” One who smokes incessantly may respond to his craving by leaving his job to steal a smoke. If he indulges in intoxicants, his efficiency may be affected not only by the possibility of lost time, but by impaired mental and physical health.

“Union,” “Non-Union,” “Independent.” The answer to these questions will govern the action of the employment department, according to the view taken by the firm concerning such relations.

“Have You a Trade? What Experience?” The answer to this question indicates the kind and number of the applicant's trades and industrial experiences. He may, for instance, have a machinist's trade and have served the required full three or four years of apprenticeship.

“Did You Serve an Apprenticeship?” The answer will indicate the amount of time served; and whether or not an apprenticeship has been served according to the requirements of the particular trade. The applicant may not have completed his apprenticeship, but by association and contact may have become experienced in a particular line of work.

“Present Occupation.” What the applicant is doing now may be entirely different from anything mentioned in the number of trades he possesses, from that in which he has served an apprenticeship, or from his experiences. An applicant's present occupation should familiarize him with whatever work he expects to do.

“For What Work Are You Best Adapted?” The man who has served an apprenticeship at a trade may discover and feel that he is adapted for a different line of work.

“Position Desired.” The position desired may be perhaps that of a foreman, draftsman, or a job on a lathe with a chance to learn tool-making. A man always works better when his heart as well as his body is in his work.

“Willing to Work As.” Regardless of his qualifications for various trades, the applicant may be willing to work at anything that happens to be open. Because of there being no other jobs open, with or without future possibilities of promotion in view, an applicant for a foreman job may be willing to accept a job as lathe hand or even as a laborer.

“Are You Willing to Work Shifts, Nights or Overtime?” The answer enables an applicant to be placed more advantageously. It indicates what liberty may be taken in assigning him permanently and in changing his working periods.

"At What Salary Are You Willing to Start?" The applicant's earnestness in coming to the plant and his hopes for future promotion are revealed by his answer to this question. Moreover, the consistency of his request with the number of his dependents and the amount of his previous earnings can be determined.

"When Could You Commence Work?" This answer indicates whether or not the applicant is without work at present. If he is not employed and postpones the date of coming to work, it may mean that he is shiftless, unless he gives some valid reason for postponement. If he is at present engaged, but is willing, contrary to general ethical practice, to vacate his place without serving notice, it may be presumed that he will repeat the act at another plant.

"Do You Want a Permanent Job? If Temporary, For How Long?" There may be temporary jobs into which those who desire them may fit admirably. If the job is a permanent one, an employer of labor hardly wants a man who desires to work only temporarily—one who merely wishes to earn a little side money—or one who is taking a job while waiting to be called elsewhere.

The Second Section

On the second section of the folder, which is an adaptation of the government employment blanks, the applicant is advised to check off occupations in which he may have some knowledge or ability, those at which he may be skilled, and the years of experience in each.

"Outline Previous Experience; First Best, and Second Best." Here should be inserted details concerning occupations in which the applicant has been employed the longest time and in which he has had the greatest experience.

"Name of Unlisted Occupations." This space is reserved for the purpose of naming those occupations which are not

listed in the group, but which may nevertheless reveal fitness for work done in the factory in which he is an applicant for employment. This is valuable for future reference.

“Previous Employment.” In this space the applicant inserts the names and addresses of previous employers.

“Nature of Position and Length of Service.” Nature of position should be consistent with the information furnished by the application in answer to the queries regarding “Previous Experience,” “Unlisted Occupations,” and with “Position Desired” and “Willing to Work As.” The answer shows also whether or not these positions are in any way allied to various jobs in the particular plant.

Other important factors in judging an applicant's worth are: the amount of time he has remained at different jobs; whether he is steady or shifting; his reasons for leaving his jobs; and, lastly, whether his leaving is owing to circumstances beyond his control or to some peculiarity of character that makes him *persona non grata* to his employers or fellow-workmen.

“Other References.” Spaces are provided for references to persons in private or business life, other than those who have employed the applicant.

The applicant by his “Signature” declares the foregoing answers to be true. A notation is next made stating whether the filling in of the application was done in the employment office or sent in by mail.

If the person is requested to report, date and hour are given. The note of “Result” indicates whether the applicant was employed, or whether his application was merely filed for future reference.

“Signature of Interviewer.” When this is affixed, the responsibility for any errors, omissions, or misunderstandings is placed on the person who conducted the interview.

“Employed for Department.” This information, when

recorded, offers a comparison with other forms. It insures that the employee is properly placed, consistently with the records.

"Remarks." This space is reserved for any personal comments or additional facts, impressions, etc., that the interviewer may desire to put on record.

Up to this point the person interviewed is yet an applicant. If there is no work for him, or if there is no intention of placing him at that time or in the near future, this information is filed away among the "Candidates for Position File," subject to future call.

If there is a position which the applicant can fill, and if he is ready to go to work at once or within a reasonable length of time, the following data are gathered.

The Third Section—Physical Identifications¹

"Height." Determines adaptability and fitness for certain work and machines.

"Weight" and "Build." Similarly determines adaptability and fitness for certain work and machines.

"Color of Eyes, Hair, and Complexion." Serves as a means of identification.

"Appearance: Robust, Medium, or Delicate." The answer would govern the placing of an employee on a strenuous or easy job.

"Characteristic Marks." Missing fingers and facial marks, crossed eyes, moles, distorted features, etc., are helpful as means of identification, and also serve as guides for placing applicants. A missing finger or crossed eyes or one blind eye might disqualify a man for certain jobs.

¹ The questions asked by the interviewer, on the section marked "Physical Identifications," are used only by the employment department in the absence of a medical department. Questions pertaining to health are answered and signed by the applicant. This assists the employment department either in rejecting the employee or placing him to the best advantage. When the bottom of the sheet is reached, the interviewer requests the applicant to read the contents, to agree to conditions, and to affix his signature, thereby avoiding future misunderstandings.

The above items are filled in by the interviewer and are mainly the result of his own observations.

“Chronic Ailments.” The fact that an insurance company has rejected an applicant because of a specific ailment would immediately bar him from certain jobs. On the more hazardous jobs, as in the vicinity of cranes or revolving machinery, liability to vertigo would be undesirable.

PHYSICAL IDENTIFICATIONS			
Height <u>5-8</u>	Weight <u>164</u>	Build <u>Medium</u>	
Color of Eyes <u>Grey</u>	Color of Hair <u>Brown</u>	Complexion <u>Medium dark</u>	
Appearance: <u>Robust</u>	Medicine <input checked="" type="checkbox"/>	Denture <u>None</u>	
Characteristic Marks	Facial Characteristics and Marks <u>Scar on left side of jaw</u>		
Have you any chronic ailment? <u>No</u>	If so, what		
Have you ever been rejected by Insurance Company	Why		
Vertigo <u>No</u>	Consumption in Family <u>No</u>	Spitting Blood <u>No</u>	
Chronic Diarrhoea <u>"</u>	Flu <u>Slight</u>	Difficulty in Urinating <u>"</u>	
Gall Stones <u>"</u>	Female Trouble <u>"</u>	Rheumatism <u>Slight</u>	
Veneral Disease <u>"</u>	Heart Trouble <u>No</u>	Ruptured <u>No</u>	
Back Disease <u>"</u>	Headaches <u>Occasionally</u>		
Have you ever had any injury or accident	<u>When 20 years old struck by a falling block</u>		
How <u>None broke</u>	When <u>12 years ago</u>	<u>From United Iron Works Poria</u>	
Have you any deformities <u>No</u>			
Have you ever had any serious illness or undergone a serious surgical operation	<u>No</u>	When	
Have you any broken bones			
What defects, if any, have you of sight or hearing	<u>Slightly far sighted wear glasses occasionally</u>		
Vision: Right <u>Fair</u>	Left <u>good</u>	Hearing: Right <u>good</u>	Left <u>good</u>
Right handed <u>yes</u>	Left handed <u>yes</u>	Ambidextrous <input checked="" type="checkbox"/>	
Is hands good at present <u>yes</u>			
Remarks: <u>I hereby declare above statements to be true. I agree to be governed by the rules of the Hackmills Foundry & Machine Co. I agree to a deduction from my wages of the specified sum for each check, lay or badge and the value of any tools not satisfactorily accounted for.</u>			
			<u>Henry Smith</u> Signature of Employee

Figure 5. (b) Application for Position Folder (third fold)

“Consumption in Family.” A query regarding tuberculosis in the applicant’s family is preferable to asking the applicant directly whether or not he is afflicted with the disease. This question, however, often elicits the required information about the applicant himself. His family may be predisposed to consumption, but he may be free from the trouble, and yet it would be inadvisable to put him at a job where there is too much dust or heat.

“Spitting Blood.” This is not only an annoyance, but causes loss of time and disqualifies the applicant for certain grades of work.

“Chronic Diarrhoea.” If present it occasions leaving work too frequently, and is debilitating.

"Piles; Difficulty in Urinating; Gall Stones." Such afflictions prevent one from working with physical ease.

"Female Trouble." Among the women workers this may necessitate loss of time periodically.

"Rheumatism." This trouble would prevent an applicant from occupying a position involving too much standing, or working in the midst of moisture.

"Venereal Disease." Venereal disease eliminates applicants because it is contagious. It is the duty of employers to protect their employees from such dangers.

"Heart Trouble." This occasions fear of overdoing, and too strenuous work is dangerous.

"Ruptured." Such disability precludes a man being put on work requiring lifting, carrying, pulling, or anything involving strain on the abdominal muscles.

"Back Disease." This disease renders one liable to complications from stooping or bending or in any way straining the back.

"Headaches." A constant annoyance, which prevents the doing of work carefully and accurately.

"Having Undergone a Serious Surgical Operation," or "Having Had Broken Bones." A man who has had a serious operation is predisposed, on strenuous work, to undo nature's healing. A lawsuit may result for which the company should not be held responsible.

"Defects of Sight." If a man is near-sighted, it may necessitate him getting too close to the machine or work for safety. If too far-sighted, he may not be able to get close enough to the work to perform it with perfection. A man whose eyes do not focus together cannot do work requiring exactitude and accurate alignment.

"Hearing." Defective hearing may be advantageous, where a person does work requiring concentration or accuracy in the neighborhood of loud noises. On the other hand, it

prevents receiving instructions clearly and definitely. Acute sense of hearing enables the listener to detect faulty running machinery and also to avoid any audible danger.

“Right or Left Handed.” On certain types of machines, the left-handed man frequently “gets in his own way” and must work at a disadvantage. That is to say, because of the structure of the machine at which he is working, his left hand (with which he is working) will obstruct his view and cause him often to alter his position. Thus he will lose both time and patience.

“Ambidextrous.” Time and motion studies have proved it possible to accomplish more by working simultaneously with both hands in many operations.

“Is Health Good at Present?” This answer verifies or proves inconsistencies with previous statements.

The Reverse Side of Form

On the reverse side (which becomes the visible part of the folder when folded) is the “Record of Employee.” When it has been definitely determined where the applicant has been assigned or placed, note is made of the clock number, the department to which he has been sent, and the date. The key is used to indicate that he is being employed, or re-employed, or transferred, or discharged, etc., as set forth in full. When a man has been in the employ of the company for a certain period, a report is obtained from the foreman relative to his ability, deportment, skill as a producer, character, and conduct. This information is checked off on the leaf, “Record of Employee.” Change of rates, transfers, discharges, length of service, etc., are all placed on this same leaf. It is not until the accepted employee is actually at work, that the blank spaces on this leaf are filled. All summarized data concerning an employee during his employment are subsequently recorded on this leaf and filed for ready reference.

Office Positions

The application for position (office) form (Figure 6) is virtually the same as the "application for position" folder, except that it is a loose-leaf page and may be filed in a book

Machinists Foundry & Machine Co. APPLICATION FOR POSITION—OFFICE

Application No. _____
Employment No. _____
Date _____

Name _____ Home Address _____
Present Address _____ City _____ State _____
Nearest Tel. No. _____ Family Resides _____ City _____ State _____
Place of Birth _____ Date _____ Age _____ Nationality _____
Are You Married _____ Single _____ Widowed _____ Widower _____ Divorced _____
Sex and Age of Children _____
Other Dependents _____

Religion _____ (Optional) Member of Organizations—Fraternal or Otherwise _____

SCHOOLING	YEARS	GRADUATED YES OR NO	Temperament	Specialties						
None			Subject at School of Specialization							
Common School			What do you read							
High School			What if anything are you doing to improve yourself							
Night Trade or Business			What hobbies have you							
Technical School			Do you get along well with people							
Correspondence School			Do you manage people well							
Self Educated			State evidence							
Where employed now			Trade or profession							
Where last employed			Present Occupation							
When first discharged	Laid Off	Left	Willing to work as							
Reason of leaving			When could you commence work							
For what work are you best adapted			Do you want a permanent job	If temporary, for how long						
Position desired			Please check the following list as accurately as possible as to whether you are							
At what salary are you willing to start			Careful	Cautious	Patient	Impatient	Accurate	Inaccurate	Obedient	Disobedient
Do you want a permanent job			Punctual	Tidy	Industrious	Lazy	Thrifty	Easy Spender	Bookish	Literary
			Honest	A Little Less	Sober	Intemperate	Cheerful	Gloomy	Self-reliant	Dependent
Orality	Disorderly		Additional Facts _____							

Check other occupations in which you have some knowledge and ability. Check twice occupations at which you are skilled. After each write number of years of experience.

Accountant Public	YES	Cashier	YES	Factory Clerk	YES	Merchant	YES	Office Manager	YES	Secretary	YES
Author	YES	Charity Worker	YES	File Clerk	YES	Message	YES	Purchasing Agent	YES	Sales Manager	YES
Addressograph Oper.	YES	Cost Clerk	YES	First Aid	YES	Typist	YES	Production Clerk	YES	Sanitarian	YES
Advertising	YES	Cartographer	YES	Insurance	YES	Operator	YES	Printer	YES	Safety Test Engineer	YES
Bookkeeping	YES	Draftsman	YES	Journalist	YES	Teacher	YES	Social Service	YES	Student	YES
Bookbinding	YES	Driver	YES	Lawyer	YES	Traffic Man	YES	Surveyor	YES	Scientist	YES
Billing	YES	Executive	YES	Laborer	YES	Transportation	YES	Scientist	YES	Scientific Research	YES
Book Office	YES	Religious Expert	YES	Minister	YES	Newsroom	YES	Stenographer	YES	Systematic	YES

OUTLINE PREVIOUS EXPERIENCE

DETAILS 1ST BEST OCCUPATION	DETAILS 2ND BEST OCCUPATION	NAME OF UNLISTED OCCUPATIONS

PREVIOUS EMPLOYMENT

Name of Employer	Address	Position	Length of Service	Reason for Leaving
From _____ To _____	From _____ To _____	From _____ To _____	From _____ To _____	From _____ To _____

Other References: Name _____ Address _____ Name _____ Address _____
I hereby declare that the foregoing answers made by me are true: (Signature of Applicant) _____
Letter or personal interview _____ Notified to report—Date _____ hour _____ M. _____
Signature of Supervisor _____ Employed for Department _____
Remarks _____

Figure 6. Application for Position—Office. (Size 8½ x 11.)

Machinists Foundry & Machine Co. Requisition No. **1151**

REQUISITION FOR AN EMPLOYEE

To Employment Department: _____ Date May 12 19__

Please furnish for Tool room Department 6

One Tool Maker Rate \$7.00
(Occupation)

Date Wanted May 17

Male ☒ Female ☐
 Temporary ☐ Permanent ☒
 Day ☒ Night ☐
 Hours 9

Should have the following qualities: Intelligent dependable

Write below your idea of the requirements for the position This man must be familiar with general bench and hand work, understand the principles of design and be able to shape and form completed parts from the rough

Time received at Employment Department 9:30 A.M. R. Wallman FOREMAN

SUPERINTENDENT

When possible allow at least three days for filling this requisition. One requisition used for each employee.

Figure 7. Requisition for an Individual Employee. (Size 8 x 5)

Machinists Foundry & Machine Co. Requisition for EMPLOYEES Collective Requisition No. **1003**

To EMPLOYMENT DEPARTMENT: _____ Date May 12 19__

Please employ for Connecting Rod Department the following:

NUMBER OF MEN	POSITION	PIECE OR DAY RATE AMOUNT	SHIFT HOURS	DATE WANTED	PERMANENT OR TEMPORARY UNTIL	OVERTIME
5	Drill Press Operators	Day Rate 55¢ hour	9 night	May 17	Permanent	Some
4	Truckers	Day Rate 50¢ hour	9 day	May 18	"	"
5	Laborers	Day Rate 45¢ hour	9 "	" 14	temporary until May 17	None

Remarks These laborers may be transferred on completion of this job to another, or may be released.

Time Received at Employment Dept. 10 A.M. M. House Foreman

TO BE USED WHERE MORE THAN ONE OF A KIND ARE TO BE EMPLOYED IN ANY DEPARTMENT. FOREMEN WILL KINDLY ANTICIPATE THEIR NEEDS A FEW DAYS IN ADVANCE.

Figure 8. Collective Requisition for a Number of Employees. (Size 8 x 5.)

kept by the employment department. One side only is shown, as the reverse side contains the same information as the folder just described.

Requisition Forms

When the foreman needs an individual employee he uses the form shown in Figure 7, filling it out in duplicate. The form is used particularly in requisitioning skilled workers. The original is sent to the employment department, as a requisition for a man in accordance with the specifications. The duplicate remains in the foreman's possession for purposes of record. The foreman is requested to anticipate his needs three days in advance, if possible.

A collective requisition (see Figure 8) is likewise furnished to department foremen for use in a manner similar to the one above mentioned. The request on this form, however, is for several men, and should be confined to the requisitioning of common and semiskilled types, i.e., five laborers, five truckers, etc. Like the other form, it is sent to the employment department for attention.

The information from the requisition forms is epitomized on the summary labor requisition sheet (Figure 9) every Wednesday and Saturday. From it the employment manager can tell at a glance the needs of the various departments. He can also show a balance of the number hired and required.

The symbols in their order from left to right are:

No. Req. Number of employ-	Pc. Piece Work
ees required	D. Day
M. Male	N. Night
Fe. Female	

One can tell the entire number of men it is still necessary to hire without having to refer to each individual requisition.

CHAPTER VI

EMPLOYMENT FORMS—THE NEW EMPLOYEE

Employees' Information Permit

The employees' information permit (Figure 10) is used exclusively by the employment department to assist in secur-

<p>MACHINISTS FOUNDRY & MACHINE CO. St. Louis, Pa.</p> <p>EMPLOYEES' INFORMATION PERMIT</p> <p>Date... <i>May 15</i>...</p> <p><i>I hereby authorize the persons named as references and those as former employers, to whom the Machinists Foundry & Machine Co. may apply for any information concerning my character, ability, disposition and a complete history of my employment and especially statement of cause or their surmise of cause for leaving their employment or the employment of any person, hereby releasing each of them from any and all liability for damages of every nature on account of furnishing same.</i></p> <p><i>I likewise authorize the Machinists Foundry & Machine Co. to furnish information as to similar matters learned during my employment, whether during or after my employment with it, including a statement or belief as to the cause for my leaving its employment to such person or persons as I may apply to for employment; hereby releasing the Machinists Foundry & Machine Co. from any and all liability for damages of every nature whatsoever on account of furnishing same.</i></p> <p>..... <i>Kenny Smith</i> Signature of Applicant</p>

Figure 10. Information Permit on Employee's Record. (Size 8 x 4 $\frac{3}{4}$)

ing data regarding an applicant's character and the history of his previous employment.

The form is made and signed in duplicate; the original copy is attached to the inquiry regarding applicant's form (Figure 11), when mailed to the firm or individual from whom information is requested; the duplicate is filed in the applicant's folder for purposes of record. The use of this permit is optional as a rule; most firms will not consider it necessary.

GETTING EMPLOYEES

ALL COMMUNICATIONS SHOULD BE ADDRESSED TO THE EMPLOYMENT DEPARTMENT

MACHINISTS FOUNDRY & MACHINE CO. EMPLOYMENT DEPARTMENT

INQUIRY REGARDING APPLICANTS

St. Louis, Pa., May 12 19__

M. Strong Steel Co.
Hartford Conn.

Dear Sir:

Mr. Henry Smith has applied to us for a position
as foreman. He states he was in your employ for two
years months, as Machinist and foreman and worked under
your Mr. H. Jackson Supt.

If convenient will you kindly answer all questions on bottom of this sheet by checking off items thereon, and give any additional information that would be helpful.

Accept this as an assurance that any information furnished by you will be considered confidential and it will be very much appreciated.

We will be pleased to answer similar questions at any time and thank you for answering ours.

Yours very obligingly,

MACHINISTS FOUNDRY & MACHINE CO.

Mr. O. Shoffield
Employment Dept.

M. Henry Smith

Was in our Employ from Dec. 27th 19__ to Feb. 2nd 19__ at a wage of 175.00 per month

Position Machinist and then sub. forman Discharged ☐
Laid Off ☐
Left Voluntarily ☒

for the reason of lowered production and working part time

Ability was	Department was	Skill was	As a Producer	Character and Conduct			
Good <input checked="" type="radio"/>	Obedient <input type="radio"/>	Excellent <input checked="" type="radio"/>	Fast <input type="radio"/>	Honest <input type="radio"/>	Dishonest <input type="radio"/>		
Fair <input type="radio"/>	Regular <input checked="" type="radio"/>	Average <input type="radio"/>	Medium <input checked="" type="radio"/>	Steady <input checked="" type="radio"/>	Unreliable <input type="radio"/>		
Poor <input type="radio"/>	Cautious <input type="radio"/>	Poor <input type="radio"/>	Slow <input type="radio"/>	Loyal <input checked="" type="radio"/>	Careless <input type="radio"/>		
	Agitator <input type="radio"/>			Regular <input type="radio"/>	Indifferent <input type="radio"/>		

Would you re-employ him? Yes ☒ No ☐

Connections { Independent ☐
Union ☐
Unknown ☐

Any Additional Facts: We found him a desirable employee in every respect.

Signed Mr. R. Hendricks

Dept. of Personnel

Date May 20

Employment Manager

Figure 11. Inquiry Regarding Applicant. (Size $8\frac{1}{4} \times 10\frac{3}{4}$)

Inquiry Regarding Applicants

The inquiry regarding applicant's form (Figure 11) is used (with information permit attached) by the employment department to obtain from an applicant's references information regarding his character and history.

The information desired is detailed in such a manner that it is necessary only to check off those points regarded as important concerning the applicant. Thus the person to whom reference has been made is relieved of the necessity of writing a long letter and taxing his mind unnecessarily; moreover, he is prevented from omitting important information. The title of the signer gives the measure of the value and reliability of the information furnished.

Vocational Fitness

The vocational fitness card (Figure 12) contains the concentrated information, transferred from the application folder, (Figure 5) concerning an applicant's vocational fitness.

On it is noted the information obtained from the application blank, clearly summarized so that it may be read at a glance. It shows what are the applicant's first-best and second-best trades or aptitudes; what he is adapted for; what he desires; what he is willing to do; what job he is assigned to; whether he is being re-employed, transferred, discharged, or laid off; and, finally, any general remarks that are pertinent.

Before the permanent information is transferred to the card, the data on the application folder form and the results of the interview have to be brought together, and one fact weighed with another somewhat as an algebraic equation is resolved. The conclusion may be expressed, perhaps, in two words.

It is not, of course, what the applicant thinks he is "best fitted for," or what he deems he is "second-best fitted for," but the trained judgment of the employment manager which

decides this vocational point to the mutual advantage of the applicant and the firm. To be successful, the employment manager has to assemble all the data regarding the applicant.

If an applicant has not been assigned, and a need has arisen in any of the five positions for which he is listed on his vocational fitness card, and if his card demonstrates him to be the man wanted, he is sent for and installed accordingly. Where a man, assigned to any of the positions listed on his card is subsequently discharged, laid off, or transferred, this

Machinists Foundry & Machine Co.		Application No. <u>15</u>	
VOCATIONAL FITNESS			
Name	<u>Mr. Henry Smith</u>		Age <u>33</u>
Address	<u>321 East Ave</u>		
First Best	<u>Machinist</u>	Sec. Best	<u>Electrician</u>
Adapted	<u>Foreman</u>		
Desires	<u>To learn tool making</u>		
Willing	<u>Lathe hand</u>		
Assigned to	<u>Machine Repair</u> <u>7:5 P.M.</u> <u>May 12</u> 19 <u> </u>		
Re-employ	Discharged <u> </u>		
Do Not	Laid Off <u> </u>		
Transferred	Remarks <u> </u>		

Figure 12. Vocational Fitness Card. (Size 5 x 3.)

information is duly recorded in the spaces provided. When an applicant has been discharged or laid off for reasons not militating against his re-employment, and a vacancy occurs for which he is fitted according to his vocational fitness card, he is sent for and given re-employment. The item "Re-employed" should then be filled in. If his discharge card or the foreman's report concerning him recommends that he be not re-employed, and if the employment manager's judgment agrees with that of the foreman, the vocational fitness card should be checked on the line "Do Not," and then taken from the current file, and put in the dead file.

Using the Vocational Fitness Card

From his experience of many jobs and their requirements, of many applicants and their qualifications and adaptabilities, the employment manager is enabled to make an analytical diagnosis of the case in question and its possibilities. On the other hand, as to "Desire" and "Willing," it is obvious that the workman's own statements hold good.

To illustrate the use of the card: A man's real trade, the one in which he has had longest experience, may be that of machinist. The employment manager may record this trade as his first-best his second-best qualification being for a machine-shop electrician. The applicant may also feel that he is adapted for a third occupation, such as foreman, in which he may have had some experience; or in the judgment of the interviewer he may appear suitable for such a position. This third qualification will be entered under the item, "Adapted." Perhaps the applicant desires to accept any of the foregoing, or perhaps he prefers to gain experience in a new occupation, such as draftsman or tool-maker. Such a fact would be listed under "Desire."

Because of future possibilities with the firm or the necessity for immediate employment, the applicant may be willing to accept any position that may be open. This fact will be noted under "Willing." If he is assigned to a job, the specific position, department, hours, and date are noted in places provided for that information on the card.

Assume, for instance, that the workman has been assigned to the position of lathe hand. A vacancy occurs on a job other than that to which he has been assigned; it may be that of foreman, draftsman, or, let us say, machinist. On looking at the occupational index guide (see page 61), we find the aspirant's name among machinists. The vocational fitness card, which is then consulted, indicates that machinist is his "first-best." Manifestly his best service can be rendered in

the trade in which he is skilled, and this opportunity to place him there is not only welcome to him but is in the best interests of the company.

Occupational Index Guide

The occupational index card (Figure 13) is a plainly ruled card, filed in an occupational index guide, card-index file with titles varying according to the occupations included in the work of a plant. It contains also titles of secondary occupa-

	<i>Application No.</i>
<i>Henry Smith</i>	<i>" 15</i>
<i>James Gordon</i>	<i>" 68</i>
<i>B. A. Jackson</i>	<i>" 450</i>
<i>L. Tamar</i>	<i>" 98</i>
<i>M. Burton</i>	<i>" 40</i>
<i>R. Williams</i>	<i>" 53</i>
<i>T. Carbon</i>	<i>" 160</i>
<i>S. Schneider</i>	<i>" 280</i>
<i>R. Copeland</i>	<i>" 28</i>

Figure 13. (a) Occupational Index Card. (Size 5 x 3.)

tions, not in the work of the plant, but closely allied. It lists also other forms of labor, light and heavy, of which an applicant may have had experience quite apart from the operations of the plant, and which may qualify him for some work within the plant.

From the vocational fitness card the various positions for which a person is listed as "first best," "second best," "adapted," etc., are noted, and his name is transferred to as many occupational index cards as there are positions, or vocations shown on his vocational fitness card. These occupational

index cards contain simply the name of the applicant and his application number, and are filed in their respective positions in the occupation index file. This file, together with the vocational fitness card file, which is arranged alphabetically according to name, forms a highly convenient cross-reference.

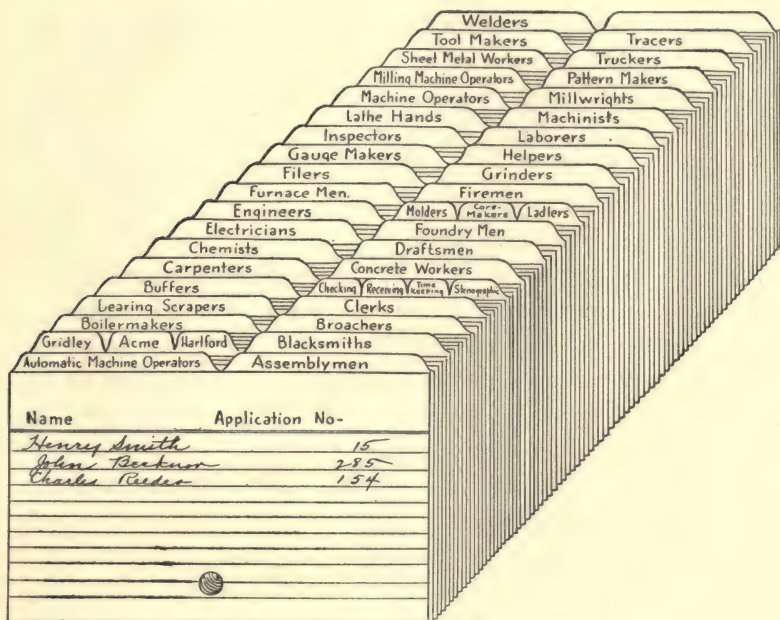


Figure 13. (b) Occupational Index Guide

Use of the Cross-Reference Illustrated

The following example illustrates its convenience: Mr. Smith, application No. 15, may have his name and application number on five different occupational index cards. His cards will be found in the occupational index guide in the sections "Machinist," "Electrician," "Tool-maker," "Foreman," and "Lathe Hand." Now we have the five different cards, from

any one of which we can refer directly to the person's vocational fitness card, and to his application as well, if detailed information is wanted to make it possible to place him to the best advantage.

Notification of Vacancy

When a foreman's request for employees is received, the occupational index guide cards are consulted for workers of the kind wanted. Then the vocational fitness card is referred to and also the application folder. All these are consulted to discover who are best qualified to fill the requirements of the positions named on the requisition. If one or more men are found, the notification of vacancy form (Figure 14), which is a postal card, is sent by the employment department to prospective employees and informs them that their applications have been considered and that employment can be given them. A space is provided for filling in by typewriter or in handwriting, the specific work for which a person is wanted, e.g., machinist. The card requests that the prospective employee report at once, and advises him that failure to appear by a certain date permits this vacancy to be filled by another person. The date inserted for local use grants the applicant three days from date of mailing, since the foremen are asked, on their requisitions, to anticipate their needs three days in advance. This card is especially adapted to a case where the applicant written to is particularly qualified for the particular position.

Request for Interview Form

The request for interview form (Figure 15) is also a postcard. After consulting the application folder and the vocational fitness card, the request for interview card is mailed to the applicant who is considered tentatively for employment,

St. Louis, Pa. *May 12*

Your application has been considered.
 This is to inform you that Employment can now
 be given you as *Senior Machine Operator*
 You will please report to the Employment Dept.,
 with this notification, ready for work at once.
 Failure to report by *May 15*
 permits this vacancy to be filled by another
 person.

Yours truly,
 MACHINISTS FOUNDRY & MACHINE CO.
M. C. Sheffield
 Employment Department.

Present this card to Employment Office.

Figure 14. Notification of Vacancy. (Size $5\frac{1}{2} \times 3\frac{1}{4}$.)

MACHINISTS FOUNDRY & MACHINE COMPANY

St. Louis, Pa. *May 15*

Your application has been considered. Please call at the Employment
 Office at once for an interview regarding a position that you should be able
 to fill.

Yours truly,

MACHINISTS FOUNDRY & MACHINE CO.

M. C. Sheffield
 Employment Dept.

(Present this card at the Employment Office)

Figure 15. Request for Interview with Applicant. (Size $6 \times 3\frac{1}{2}$.)

requesting that he call at the earliest convenience for an interview. No time is here mentioned, for the employment department is not obligated to hold the job open and is at liberty to take the first suitable applicant.

New Employee's Identification Pass

A pass (Figure 16) is issued by the employment department to new employees, to be presented to the man at the gate at the day and hour they are instructed to report for work.

Reporting for Work Blank

This blank (Figure 17) furnishes information for purposes of record for the employment department, foreman, and paymaster. When a new employee is hired, the interviewer fills in the date, hour, requisition number, foreman's name, and the department to which the employee is assigned; also the "bearer's" name, address, clock number, and the approximate rate as it was on the requisition. This is signed by a member of the employment department. It is accompanied by a badge bearing the same number as the man's clock number. This badge is left in care of the gateman, who has instructions to give the form and button to the new employee in exchange for his identification pass.

The reporting for work form, is taken to the foreman whose name appears on it. The name of the department, the workman's position, the date and hour he begins work, and the rate fixed are filled in by the foreman. He then presents the new employee with the colored tab that identifies him, to be attached to his button and worn in a conspicuous place on his person. (See Chapter XII, "Identification Systems.") The foreman then signs the form and sends it to the employment department.

Machinists Foundry & Machine Co. NEW EMPLOYEE'S
IDENTIFICATION PASS

Date May 12

To Watchman:—Please admit
(Good Only on Date and Hour Noted Below)

Name Mr John Doe

Address 2408 Blank St

Day	Date	Time
Thursday	May 13 19	6.15 A.M. P.M.

M. C. Sheffield
Employment Bureau

Figure 16. New Employee's Identification Pass. (Size 5 x 3.)

Machinists Foundry & Machine Co. REPORTING FOR WORK

Foreman Mr Robert Jamison Employment No. _____

Department Crankschaft Date May 14 19____

The bearer Wm Hendricks 7 Hr. A.M.

Address 48 Blankman St No. 468 has been employed as per
your Requisition No. 156 Approximate Rate 50¢

Employment Dept. _____

To Foreman:—Please return this form to the Employment Department with the following information:

Dept. Crankschaft Position Drill Press

Began Work 8 A.M. Rate 55¢ per hour

Date May 15 19____ Signed Robert Jamison
Foreman or Superintendent

To Paymaster: Please prepare your records from above information and return this form to Employment Dept.

Date noted May 17 19____

Mr. P. Hawkins Paymaster M. C. Sheffield Employment Dept.

Figure 17. Reporting for Work Blank. (Size 8 x 4 $\frac{7}{8}$.)

The details regarding the date of employment, clock number, position, department, and rate are transferred from this form to the outside of application for position folder, "Record of Employee."

After the reporting for work blank is signed by the employment department it is sent to the paymaster, who takes his record from it and returns it to the employment department. It may also be sent, later, to the person in charge of whatever welfare or benefit association may exist in the plant for the purpose of soliciting the applicant's membership therein. It is eventually filed with the employment department in the employee's application folder.

Reminder to Applicants Failing to Appear for Positions

A certain number of those hired, who promise to report to work, fail to appear. This fact is indicated by the reporting for work forms, that remain uncalled for. The names and addresses of these delinquents are taken from the above-mentioned forms and a post-card reminder (Figure 18) is mailed to each, reminding the applicant that he has agreed to take a position held open for him and giving him another chance.

Simultaneously with the making out of this card, a 3 x 5 card is filled out with the name of the person to whom it has been sent. This card is placed in a daily tickler file behind a date three days subsequent to the mailing of the reminder. Should it be discovered, on consulting the file on that date, that the applicant has failed to put in his appearance, the card is withdrawn and a note is made to that effect on the application folder for future reference.

Foreman's Report on Employee

Two weeks after a man has reported for work, the employment department requests the foreman to check off items on

St. Louis, Pa. *May 3*

A few days ago when in the Employment Department, it was agreed that you were to return to take a position held open for you.

Please advise when we may expect you. Phone, write or call at the Employment Department, so that we can arrange to have you begin work.

Yours truly,
MACHINISTS' FOUNDRY & MACHINE COMPANY
M. C. Sheffield
 Employment Department

Present this card at Employment Office.

Figure 18. Reminder to Applicant Failing to Appear for Position.
 (Size $5\frac{5}{8} \times 3\frac{1}{4}$.)

Machinists Foundry & Machine Co.

FOREMAN'S REPORT

Date *May 15* 19__

Please Check and Return to Employment Department

Name *Charles Shackelford* No. *327* Position *Milling Mike Op*

Department *Die* Rate *85¢*

Ability { Good <input checked="" type="checkbox"/> Fair <input checked="" type="checkbox"/> Poor <input type="checkbox"/>	Disposition { Obedient <input checked="" type="checkbox"/> Regular <input checked="" type="checkbox"/> Agitator <input type="checkbox"/>	Production { Fast <input checked="" type="checkbox"/> Medium <input checked="" type="checkbox"/> Slow <input type="checkbox"/>	Skill { Excellent <input checked="" type="checkbox"/> Average <input checked="" type="checkbox"/> Poor <input type="checkbox"/>
---	--	--	---

Have tried him on following classes of work _____

At rates _____

Discharged _____ Carefulness <input checked="" type="checkbox"/> Punctuality <input checked="" type="checkbox"/> Accuracy <input checked="" type="checkbox"/> Industry <input checked="" type="checkbox"/> Good Memory <input checked="" type="checkbox"/> Obedience <input checked="" type="checkbox"/>	Laid off _____ Intelligence <input checked="" type="checkbox"/> Orderliness <input checked="" type="checkbox"/> Cheerfulness <input checked="" type="checkbox"/> Patience <input checked="" type="checkbox"/> Sobriety <input checked="" type="checkbox"/> Dependability <input checked="" type="checkbox"/>	Resigned _____ Quickness <input checked="" type="checkbox"/> Honest <input checked="" type="checkbox"/> Steady <input checked="" type="checkbox"/> Loyal <input checked="" type="checkbox"/> Regular <input checked="" type="checkbox"/>	Transferred _____ Carelessness <input type="checkbox"/> Tardiness <input type="checkbox"/> Inaccuracy <input type="checkbox"/> Laziness <input type="checkbox"/> Forgetfulness <input type="checkbox"/> Disobedience <input type="checkbox"/>
--	--	---	---

NEGATIVES SHOWN: Stupidity, Slowness, Dishonest, Unreliable, Careless, Indifferent

With reference to this man I recommend *No action be taken until next report*

Returned to Employment Department _____ Date _____

Reasons _____ (Signed) *Paul Davis* FOREMAN

Would you reemploy in your department? Yes ☒ No ☐ Do you think it advisable to transfer? Yes ☐ No ☒

Reasons for leaving _____ Transferred to _____ Department _____

Figure 19. Foreman's Report on Employee. (Size $7\frac{5}{8} \times 4\frac{7}{8}$.)

the foreman's report form (Figure 19) as to the workman's efficiency, character, and conduct. This form is then returned to the employment department by the foreman and is summarized and entered on the record of employee leaf of the application folder form. A similar report, which may serve also as an efficiency rating is requested from the foreman every three months.

The foreman's report form can be used by a foreman when he discovers that a workman, after having been given several trials, does not fit the requirements of any one or more of the jobs under his supervision. If, however, the foreman feels that the man is a willing and conscientious worker, and might do well in another department, rather than discharge or lay him off, he returns him to the employment department and recommends that he be given work commensurate with his ability. With this recommendation in mind, the employment department acts according to its discretion.

The foreman may make use of this form when he returns a man to the employment department with a recommendation that he be discharged, laid off, or transferred. In this case, he merely checks off the proper items.

A foreman may use the same report for furnishing any information he may have as to the reasons for an employee's leaving. He may further, upon the request of the employment department, utilize this form for giving data on a previously employed workman who has worked under his supervision.

Requesting Interview with Prospective Employees

When in need of employees, the employment department consults its records and selects the men best qualified to fit existing vacancies. A letter (Figure 20) is then sent to prospective employees with the request that they call at the employment department for an interview.

MACHINISTS FOUNDRY & MACHINE CO.

ST. LOUIS, PA.

Address all Communications
to Employment Department.

May 15

You have been recommended for a
job in the Machinists Foundry & Machine
Co. by one of our satisfactory employees
for The repair Department; there is at
present a grinding job open that
you can fill.

We will be pleased to have you call
at the plant at your earliest convenience
for an interview.

Yours truly,

MACHINISTS FOUNDRY & MACHINE CO.

M. C. Sheffield
Employment Department

Figure 20. Letter to Prospective Employee, Requesting Interview.
(Size $8\frac{1}{2}$ x 11.)

This letter is used in connection with Figure 21.

Machinists Foundry & Machine Co.

RECOMMENDATION

Have you a friend whom you wish to recommend for employment? If you care to vouch for that person, please furnish the following information regarding him or her.

Name of person recommended Frank L. Russell

His or her address 466 Holburn St.

Age _____ Single _____ Married _____ How many to support 3

Is he or she dependable? yes Industrious? yes Sober? yes

Is he or she related to you? No If so, how? _____

How long have you known him or her? 5 years

Is he or she employed? No Where? _____

What kind of work does he or she do? Hand screw machine operator

What kind of work can he or she do? same - also automatic screw machine

What is his or her approximate rate of pay at present? has been earning 75¢ an hour

Date May 15 19____ Signed Robert Ellis Clock No. 982

Position Screw Mach. op. Dept. Piston

Figure 21. Blank for Employee's Recommendation of Friends.
(Size 8 x 4 $\frac{1}{8}$.)

The letter shown in Figure 20 is used in connection with this form.

St. Louis, Pa. May 12

We have several jobs open at this time, and are giving preference to those who have been employed here before. Going over our past records we found your name among this number. The jobs which are open promise promotion, and one of them would suit you, we are sure.

We would be pleased to have you call at this plant, at your earliest convenience.

Yours truly,
MACHINISTS FOUNDRY & MACHINE COMPANY
Mr. C. Shufeld
Employment Department

Please present this card at the Employment Office.

Figure 22. Notice of Vacancies to Former Employees.
(Size 5 $\frac{5}{8}$ x 3 $\frac{1}{4}$.)

Employees' Recommendation of Friends

A recommendation form (Figure 21) is given by the foreman to every loyal employee who wishes to influence a friend or relative to apply to the firm for work; or to any workman who is liable to have inquiries made of him regarding the possibilities and probabilities of obtaining work in the plant. The making out of this form serves another purpose. In enumerating to his friends the advantages of working in the plant, the employee himself comes to realize them more fully. The introducer of an outsider will naturally interest himself in the man he has recommended and helped to bring in; he will assist him in doing his work and make him feel at home. (See Chapter VIII, "Getting Help.") These recommendation forms are sent to the employment department to be dealt with. They may be printed in several languages.

Notice of Vacancies to Former Employees

When a serious shortage of employees occurs, and when there is a demand for such men as are specially fitted for certain work, a card (Figure 22) is sent to those previously employed in the plant. Before sending out this form, the employment department consults the files of the previously employed and makes a selection from the list of those discharged for minor causes, laid off, etc. In short, the selection is made from the list of any who have left the plant for various reasons, if, in the judgment of the employment department, it is desirable to reclaim them.

CHAPTER VII

EMPLOYMENT FORMS—ADJUSTMENTS, PASSES, IDENTIFICATIONS

Request for Transfer of Employee

As is pointed out in Chapter XVI, "Transfers," it is often advisable to transfer an employee from one department to another. When a transfer becomes necessary, a request for transfer blank (Figure 23) is used. On it are noted the man's name, number, and the department to which he desires to be transferred, together with the reasons for the change. It is then signed by the employment department and sent to the employee's foreman. The foreman, either with or without detailed reasons, refuses or consents to the transfer. The conduct of the employment department in such matters is influenced considerably by the attitude of the foreman.

The result of this procedure is then entered on the leaf headed employment "Record of Employee" of application folder, and filed with the employment department.

Notification of Transfer or Change of Rates

A supply of forms for the notification of transfer or change of rates (Figure 24) is furnished a foreman and the forms are filled out by him in duplicate. He uses them on various occasions:

1. When a transfer is necessary because there is not sufficient work for a man in his department.
2. When he believes a man is better fitted to do work in another department and he desires to promote him independent of the man's request.

Machinists Foundry & Machine Co.

REQUEST FOR TRANSFER

Date May 12 19__

Mr. George Bronson No. 589

desires to be transferred from your department to Millwright Department

He assigns the following reasons for wanting to change: has formerly worked as a millwright and can not see any advancement

(Signed) M. O. Sheffield transferred
EMPLOYMENT DEPT.

If there are any reasons why bearer should not be rehired state them below: _____

_____ transferred

If agreeable to you that he be rehired, sign below: _____

I hereby consent to above ^{rehire} transfer and request the proper credit on my requisition for labor.

Remarks: I do not need any one in his place. Foreman James Blake

Figure 23. Request for Transfer of Employee. (Size 8 x 5.)

Machinists Foundry & Machine Co.

NOTIFICATION OF TRANSFER AND CHANGE OF RATE.

Date May 14 19__

To EMPLOYMENT AND PAYMASTER'S DEPT:

Please Change Rate ☒ Please Transfer ☒

Name Arthur Pickerell Clock No. 724

Address 912 Spruce St Position Trucker

Dept. Transportation Foreman H. Rogers Rate 50 per hour

To Position Welders Helper New Clock No. 962

To Dept. Welding Foreman T. Murphy New rate 60 per hour

Effective: Date May 15 Hour 7:30 A.M.

Reasons for transfer has welding experience and is needed

Noted: { Date May 15 (Signed) J. P. Williams Foreman
Date May 17 (Signed) F. Wallman Supt.
Employment Dept. Paymaster's Dept.

Figure 24. Notification of Employee's Transfer and Change of Rate. (Size 5 x 3.)

3. When he takes it upon himself to change a man's rates in his own department.
4. When he transfers a man, with or without change of rates, to another department; or in case of his complying with the employee's own request for or consenting to his transfer, as outlined in the request for transfer blank.

The foreman fills this blank with the name and address of the employee being transferred or having his rate changed, his number, position, present rate, and department. When changing the rates of a man in his own department, the foreman goes further and makes all other necessary notations to complete the information. Otherwise the person being transferred, or having his rate changed, presents this form to the new foreman, who fills in the latter half of it, with the details of department, new rate, the day and hour it is to become effective, and affixes his signature. Either foreman, on signing, can fill in the space reserved for "Reasons for Transfer." Change of rates should be OK'd by the superintendent or authorized person. This form is then presented to the employment department, which makes any necessary changes in the way of button, new clock number, and card. The employment department then signs and sends the form to the paymaster's department. There the record is entered and the form is then returned to the employment department for filing in the application for position folder.

All notations on this form should be in ink or indelible pencil; no erasures are acknowledged unless initialed by the foreman making them.

Collective Notification of Transfers and Changes of Rates

Figure 25 operates along the same lines as the form just discussed, except that it has to do with transfers and changes of rates for more than one employee.

Machinists Foundry & Machine Co. **COLLECTIVE NOTIFICATION OF TRANSFERS AND CHANGES OF RATES** No. 951

TO EMPLOYMENT DEPARTMENT: Date May 15 1919

Please arrange for Change { Rates ☒ Transfers ☐ Of the Following:

OLD No.	NAMES AND ADDRESSES	PRESENT POSITION	DEPT.	FOREMAN	OLD RATE	NEW No.	TO POSITION	DEPT.	FOREMAN	NEW RATE	EFFECTIVE Date	Hour
1002	John Björnsjö 12 Birch St.	Turner	Heat	Edward Hunter	32	—	—	—	—	50	June 1st	7.30 a.m.
1009	Janab Mikalski 1216 Pine St.	"	"	"	32	—	—	—	—	50	"	"
1138	Emil Borst 1812 Ohio St.	Dynamiter Man	"	"	45	—	—	—	—	65	"	"
1160	A. J. Mahoney 1314 Water St.	"	"	"	45	—	—	—	—	65	"	"
1190	Mike Buddha 5 Elm St.	Turnamen	"	"	38	945	Drill Press	Turning Gear	Miss Wyatt	50	May 20th	"
1192	Pony Mathias 631 9th Ave.	"	"	"	38	816	Punch Press	Wind Shield	Peter Martin	55	June 1st	"

Remarks: Mike Buddha #1190 can't stand heat and has worked on Drill Press before.

Noted May 19th M. O. Sheffield (Signed)
May 20th McPhee
 DATE EMPLOYEE'S DEPT.

FORWARD OR REPLY

Figure 25. Collective Notification of Employee's Transfers and Changes of Rates. (Size 10 x 6.)

Employment Slip

When for any reason an employee leaving the plant has to get tool clearance, but his return has been arranged for a specified job and at a certain date, the employment slip shown in Figure 26 is convenient for the record. It is distinct from Figure 16 as an admittance card. When presented by the employee it indicates that a report for work form need not be made out. Instead, notification of transfer and change of rates form, with the details of his disposition, is filled out

Machinists Foundry & Machine Co.		
EMPLOYMENT SLIP		
Employment Bureau :—The bearer		
M	Joseph Day	
engaged for: Inspection		has been
to report:		Department
Day	Date	Time
Thursday	May 13 191	7.30 A. M. X P. M.
Remarks: This man has been transferred from Dept. R. Goes on new job to-day M. R. Sheffield & J. Miller Asst. Supt.		

Figure 26. Employment Slip for Employees Temporarily Laid Off or Transferred. (Size 5 x 3.)

jointly by the employment department and the foreman to whom he has been assigned.

Leave of Absence Permit

When an employee contemplates taking leave of absence and the granting of that leave is warranted, his foreman fills in a leave of absence permit (Figure 27) with the employee's name, number, occupation, and department, the date on which the absence begins, and the date on which it expires. The foreman then signs this form and gives it to the workman

Machinists Foundry & Machine Co. Emp. No. _____

LEAVE OF ABSENCE PERMIT

To EMPLOYMENT DEPARTMENT: Date May 12 19__

I have this day granted to George Bock

No. 322 Dept. Salvage Occupation Sawyer

Leave of Absence from date May 15 to date June 1

Signed H. C. Bradford Foreman

O. K. Emp. Dept. M. C. Sheffield

Foremen must see that employee files his permit with Employment Department at date of leaving in order to check up his return.

Figure 27. Leave of Absence Permit, (Size 5 x 3.)

Machinists Foundry & Machine Co.

NOTIFICATION OF ABSENTEE

Name Shelby Smith Date May 10

No. 248

Absent from Assembly Dept. 24

Since May 7 19__

Remarks Was feeling badly, he might be sick
please follow and report

John A. Ford
FOREMAN

PLEASE ADVISE DATE OF PROBABLE RETURN OF ABSENTEE

Figure 28. Foreman's Report of Individual Absentee, (Size 5 x 3.)

to present to the employment department, which then places it in the tickler file, behind the date on which the employee promises to return. By consulting the tickler file, the employment department is able to ascertain the man's presence or absence at the appointed time. Anyone returning from an absence should stop first in the employment office to announce his return.

Foreman's Notification of Absentees

The notification of absentee form (Figure 28) is used daily by the foreman to furnish the employment department with information regarding any individual employee who has failed to appear for work. The foreman records on this card the name, department, and number of the employee and date his absence began, together with remarks as to following him up, dependent, of course, upon the value of the individual to the particular department. The employment department will, at all times, use its discretion in such matters.

When there are two or more employees absent, the foreman uses the report shown in Figure 29 instead of the form just explained. As is stated on the bottom of these blanks, new men who are absent must be reported at once, older employees after two days.

Letter to Absentees

When an absentee has not been visited personally, a card is sent to him by the employment department requesting him to call, phone, or write, explaining the reasons for his absence, and announcing the probable date of his return. This card (Figure 30) indicates that the workman's welfare is considered and that the firm is looking forward to his coming back. The workman's gratitude at receiving this letter frequently hastens his return.

Letter to Habitual Absentees

The form letter shown in Figure 31 is addressed to the employee who has proved to be a habitual absentee and somewhat unreliable in his promises. It is tactfully worded so as to elicit a reply regarding the intended date of return, but it is couched in such a way as to indicate that "business is meant."

Investigator's Report on Absentee

The form for investigator's report on absentee (Figure 32) is used when the foreman or the firm particularly desires to ascertain the cause of an employee's absence, the circumstances surrounding it, the further intentions of the absentee, and what help can be rendered him. If the employment department sends an investigator or writes to the employee, the results of the investigation or letter are entered on this form, which indicates, among other details, whether the investigator saw the absentee himself or only someone related to him. The investigator signs this form and presents it to the employment department. After consultation with the foreman, the employment department arranges for the final disposition of the case. The form is then filed in the application folder.

Order for Payment to Employee Terminating Employment

The order for payment form (Figure 33) is filled out and given to an employee who has been laid off or discharged, to collect his pay in full. The foreman fills in the date, the employee's name and number, the amount earned by him under day or piecework rates on the day of leaving, and inserts symbols of the part or parts worked on. He also indicates whether the employee has been discharged or laid off, and the exact reasons. When a workman quits, the word

MACHINISTS FOUNDRY & MACHINE CO.

ST. LOUIS, PA.

Address all Communications
to Employment Department.

May 15

This office has been advised that
you have been absent from work for *4 days*
Please write immediately telling why you
are absent and give the earliest date you
will return to work.

If you do not intend to return
please furnish us reasons for your leaving
or before making your decision call at the
Employment Department for an interview.

This communication should be an-
swered not later than 48 hours after you
receive it.

Yours very truly,

MACHINISTS FOUNDRY & MACHINE CO.

M. O. Sheffield
Employment Manager.

Figure 31. Letter to Habitual Absentees. (Size $8\frac{1}{2} \times 11$.)

"Leaving" is checked off by the foreman with the reasons for the man's quitting, or the foreman's surmise as to the reason.

Reason for Leaving

When an employee has been discharged, laid off, or has quit, he visits the employment department for an interview before leaving the plant. His name, address, rate, number, length of service, and the foreman under whom he has worked, with other details, are recorded on the reason for leaving form (Figure 34). This information is compared with that furnished by the employee's foreman on the order for payment form. Thus both sides of a situation are revealed and at the same time the company's fairness to its workmen is demonstrated to the departing employee. The information so obtained brings out many interesting facts that might otherwise have been overlooked and is, consequently, very helpful to the employment department.

For example, the workman's discharge or cause for leaving may have been owing to circumstances other than those of his own making. His personality and that of the foreman may have clashed.

By analyzing and classifying the information furnished by these reason forms, the employment department is enabled to trace latent and manifest difficulties to their sources, and to ascertain the particular foremen or departments, or both, that the men find it most difficult to work under and why.

This reason form may also be used when the employment department wishes to reclaim an employee who is about to leave, to assure him that any misunderstanding that exists can be satisfactorily adjusted if he desires to return to work, either to his former or to another department. Should the workman agree to return, the fact is noted by checking off the proper items, "Returning," "When." If he is to be trans-

Machinists Foundry & Machine Co.

INVESTIGATOR'S REPORT ON ABSENTEE

Name John Doran No. 728

Address 621 Maple St Phone No. _____

Person ☐ Seen ☒ Written to ☐

Reason for absence All so is family Visits Dates 5/12

Probable date of return May 20th 5/15

Remarks Expects to return on this date if he is well. He would like to know how to arrange for an advance against his pay

Henry Baldwin
Investigator

Figure 32. Investigator's Report on Absentee. (Size 5 x 3)

Machinists Foundry & Machine Co.

ORDER FOR PAYMENT Date May 12, 19

To EMPLOYMENT DEPARTMENT:—Please pay in full

Name A. Mc Lachland No. 218

Earned	Day Work	Piece Work	
Today <u>2.10</u>	No. of hrs. <u>5</u>	No. of hrs. _____	pcs. _____

Symbol DM 32

Discharged ☒ Laid off ☐ Leaving ☐

Give exact reason Unreliable not suited for this work, insubordinate

H. Wallman Supt. F. L. Witts Foreman

Crank Shaft Dept.

In all cases send order in sealed envelope

Figure 33. Order for Payment to Employee Terminating Employment.
(Size 5¼ x 3½.)

ferred, the work and the new department are indicated. A card is then put in the tickler file for the date that he is to return.

Should the workman, however, decide not to come back, he is asked "Going to Work Where," "Hours," "To Do What," "Rate," "Bonus," "Overtime," etc. The information thus obtained facilitates a comparison of conditions with those existing in other plants. It also indicates what particular firms attract the men most and the reasons why. A digest of such information may be made from groups of these forms, and recorded by the employment department. Such a digest will be of great value when attempts to better conditions in the plant are made. This reason form is filed in the application folder.

Settlement Slip

The settlement slip (Figure 35) is related in its use to the order for payment form in the following way: The latter, with the words, "Please pay in full," is presented by the employee to the employment department, where the reason form is made out. This transaction completed, the settlement slip is then handed to the employee with the necessary items checked. The information on the order for payment form is transferred to the settlement slip; i.e., the amount "Earned," "Day Work," or "Piece Work," "Symbol," and the hour and date of departure of the employee. The workman then surrenders his button to the employment department, which notes the fact, and the person in charge of the tool-crib records the tool clearance. The employee finally presents this form to the paymaster, who from his own records of the man's earnings, plus the earnings on the settlement slip, totals the wage amount in full and takes the workman's signature on the form as a receipt. When an employee leaves voluntarily without having worked out his six days' notice, the settlement

Machinists Foundry & Machine Co.

REASON FORM—EMPLOYMENT DEPARTMENT.

Date May 12 19__

Name Earnest M. Lamson Leave of Absence _____

Address 3460 Henderson St Discharged _____

No. 465 Laid off _____

Rate 60¢ day shift Left Voluntarily ☒

Sub-Foreman P. J. Mc Carthy Desires Transfer _____

Length of Service 4 months Returning _____

Why are you leaving? Live too far away from the plant and can't get along on money earned here.

What kind of work did you do here? Crane Chaser

Are you coming back? No When? _____

For what work? _____ Foreman _____

Going to work where? Complex Co. To do what? Crane man Hours 8 Rate 90¢

Bonus yes Overtime some

Remarks This man was competent. would probably have made a good crane man if vacancy had existed

Figure 34. Reason for Leaving Form. (Size 8 x 4 $\frac{7}{8}$.)

Machinists Foundry & Machine Co.

SETTLEMENT SLIP

Date May 19 19__

TO PAYMASTER'S DEPARTMENT:

Name Henry Gross Pay in full and remove from payroll ☒

No. 988 Settle shortage in pay _____

Dept. Foundry Pay bonus money _____

Position Foreman Allow advance of _____

Pay Liberty Bond money _____

Settle back pay ☒

Earned	Day Work	Piece Work		
Today	No. of hrs.	No. of hrs	Pcs.	Symbol
<u>5.00</u>	<u>7</u>			<u>6X.9</u>

Tool Clearance OK Button Surrendered to OK

James Watson Tool Crib M. C. Sheffield Employment Dept.

Received \$ 29.00 in payment. (Signed) Henry Gross

Figure 35. Settlement Slip of Employee Terminating Employment. (Size 5 x 3.)

slip is made out as before with a check mark at the item "Pay in full and remove from pay-roll," adding in writing, "on regular pay-day." This is sent to the paymaster, who retains it until the pay envelopes have been arranged, when he attaches it to the envelope marked "When called for." The caller must get "tool clearance" and "button surrender," unless these have been secured prior to pay-day.

Other cases that may necessitate the use of the settlement slip, are the following:

1. When an employee finds a shortage in his pay.
2. When an employee is to be allowed an "advance" in pay.
3. When an employee is to receive "back pay," which he failed to call for on regular pay-day.
4. When "bonus money" is due an employee.

In any of these cases, the employee's request or the decision of the employment department is covered by checking off the items printed on the form as instructions to the paymaster.

Wage Advance Slip

The advance slip (Figure 36) is used when an employee obtains an advance against his wages. The foreman fills it out with the date, bearer's name, number, amount of the advance, and the reasons for the request. He then gives it to the workman with instructions to have it OK'd by the employment department before presenting it to the paymaster. The object of having the form OK'd is to enable the employment department by tactful inquiry to ascertain the reasonableness of the request and especially to draw out information which might indicate whether the advance is likely to prevent the man's returning to work for a day or more. Requests for advances, coupled with the reasons therefor,

Machinists Foundry & Machine Co.

ADVANCE SLIP

Date May 12 19__

EMPLOYMENT DEPARTMENT:

Allow advance of \$ 12 to bearer. Benj. Chalukowski

No. 657 Please arrange payment and oblige.

Reasons for request Treatment for child by eye specialist and other expenses

J. Ryan
M. D. Sheffield Foreman
Employment Dept.

Received payment Benj. Chalukowski

This to be taken to Employment Department for endorsement, then to Paymaster's Office

Figure 36. Wage Advance Slip. (Size $4\frac{7}{8} \times 3$.)

Machinists Foundry & Machine Co. **EMPLOYEE'S PASS**

TO WATCHMAN DATE May 17

Please Pass Name James P. Madison Roll No. 865

GOING OUT OF PLANT ON ACCOUNT OF (check proper square)

Sickness or Accident		Finished Work	
Company Business	<input checked="" type="checkbox"/>	Signed	<u>11 A.M.</u>
His Personal Business			
Laid Off		Signed	<u>Irving McHugh</u> Foreman
Resigned		Passed Out	
Discharged			
With Bundle—His Personal Property		Signed	<u>11:20 A.M.</u>
With Tools	<input checked="" type="checkbox"/>		
Without Tools		Signed	<u>Philip Evans</u> Watchman

Figure 37. Employee's Pass. (Size 5×3 .)

MACHINISTS FOUNDRY & MACHINE CO.

Contractor's Employee's Identification Card

Name Frederick R. Perkins
#2112 Broadway

Signed { R. Walligan MPT.
M. D. Sheffield EMPLOYMENT DEPT.

ALWAYS CARRY THIS CARD WITH YOU

Pass employee whose name appears below info plant at regular hours only unless specified on other side.

Any employee discovered loaning his card will be subject to immediate discharge.

Return this card to CONTRACTOR when final pay is drawn.

Signed Frederick R. Perkins
EMPLOYEE

Figure 38. Contractor's Employee's Identification Card (face and reverse). (Size $3\frac{1}{2} \times 2\frac{1}{4}$.)

serve sometimes to bring out monetary difficulties existing among the workmen, which, if relieved, make them more efficient employees. In addition, this information may single out the shiftless and the improvident.

These slips are returned to the employment department for filing in the employees' folder.

Employee's Pass

The employee's pass (Figure 37) permits a workman to leave the plant at any stated time before the regular quitting hour. It indicates the reasons for his leaving, which may be sickness, accident, discharge, lay-off, resignation, or finished work. If he is going out with a bundle of tools or other property rightfully belonging to him, the fact is noted and he is at liberty to take such property with him. The foreman checks the hour the employee is leaving, so does the employment department. The watchman signs the card, noting the hour of the bearer's departure, and sends back the card to the employment department.

Contractor's Employee's Identification Card

A contractor's employee's identification card (Figure 38) is issued to workmen who are on a contractor's pay-roll, also to those who have occasion to visit the plant at regular intervals for business purposes. This pass, duly filled in, is signed both by the employment department and the superintendent. On its reverse side, the holder in his own handwriting signs his name for the purpose of identification. (The finger-print may also be added.) When the holder's business relation or work terminates it is imperative that he return this card to the employment department. The loss of this card carries with it a fine of 25 cents to provide for another card, which is stamped "Duplicate."

Visitor's Pass

A visitor's pass (Figure 39) is issued exclusively by the superintendent to those who are permitted to visit certain specific departments. It bears instructions that it be worn in a conspicuous place on the holder's person, and that it be returned to the employment department or superintendent upon the termination of the visit.

Machinists Foundry & Machine Co.

Date May 12

Pass Murray Davis

From Assembly

To Inspection Dept. Except Experimental Department

By F. Wallman

Bearer Enters Plant on His Own Risk in Case of Accident

This pass must be displayed while going through plant and returned to office when leaving premises.

Figure 39. Visitor's Pass. (Size $2\frac{5}{8} \times 3\frac{7}{8}$.)

Work Pass for Employee Reporting at an Hour Other Than the Regular Working Hour

A work pass (Figure 40) is issued by the foreman to an employee who has agreed to return to work at an hour other than his regular working hour. Spaces are provided for noting the usual details, the department in which he is to work, and the date and hours

Machinists Foundry & Machine Co.

WORK PASS

Name Dave Lyons

Clock No. 865

Department Connecting Rod

From 7 P.M. to 9 P.M.

Date May 12

Signed J. Ryan Foreman

Figure 40. Work Pass for Employee Reporting at an Hour Other Than His Regular Time. (Size $3\frac{1}{4} \times 2\frac{3}{4}$.)

at which he is to begin and finish. Possession of this form automatically acts as an in-and-out pass. The guard

GETTING EMPLOYEES

[illegible]

notes the time of entry, and checks up and collects the form at the time of exit.

Labor Turnover Forms

The forms shown in Figures 41, 42, and 43 designed to record cumulative figures and information regarding labor turnover, were developed by E. H. Fish of the Norton Grind-

PLANT SUMMARY		
Entrances:	Number	Per Cent
1. Employed.....
2. Reemployed.....
3. Transferred.....
4. Total entrances.....
Exits:		
5. Left of own accord.....
6. Discharged.....
7. Laid off.....
8. Transferred.....
9. Unavoidable.....
10. Total exits.....
Deduct transferred and unavoidable (8 and 9).....
Balance—Plant turnover.....
Remarks:		

Figure 42. Summary of Labor Turnover for Entire Plant Arranged by Departments

ing Company. Figure 41, for tabulating the turnover for any one department, is arranged by dates, while Figure 42 is a summary of the labor turnover for the entire plant, compiled from a form similar to Figure 41, except that instead of being arranged by dates for one department, it is arranged by departments for the entire plant. The form shown in Figure 41, has a summary similar to Figure 42, except that it summarizes the turnover for one department only.

GETTING EMPLOYEES

[illegible]

Figure 43. Adaptation of Figure 41, to meet
Record of turnover

With such modifications as may suggest themselves in meeting the requirements of an individual plant, the blanks are readily adaptable to any new industry. An illustration of an adaptation is shown in Figure 43, the slight change being made to accommodate the needs of a large copper plant.

CHAPTER VIII

JOB ANALYSIS

Importance of Job Analysis

It is impossible for the employment manager to place the right man in the right job unless he has a very definite and specific knowledge of job requirements. Too frequently the function of character analysis has been overemphasized, and that of job analysis underemphasized. To be successful, the employment manager must conduct his analysis of jobs just as thoroughly and ably as his analysis of men.

The average department head or foreman has a general idea of job requirements, accumulated in a vague way, but they lack definiteness and clarity. It is the function of the employment manager to gather these ideas from all quarters and bring them into coherence and order on the basis of a few fundamentals.

Methods of Analysis

Various tentative methods and systems have been tried out in different plants and have produced substantial results. In all cases, however, it is a question of adaptation; the method of job analysis must be adapted to existing conditions. It is not probable that a perfect and comprehensive scheme will ever be evolved which can serve as a standardized method for analyzing and classifying jobs in all plants. For this reason there will always be a place for the professional investigator to bring the results of his study and training to bear upon the special circumstances and peculiar needs of a particular plant.

One fundamental is always applicable: Seek "competent counsel." Everybody, even the most humble subforeman, straw-boss, or workman, who can furnish required information and throw necessary light on some subject, must be considered a counselor for that purpose. It must be remembered that one person can impart to another in a few minutes knowledge which he has himself spent ten years in learning. But the ability of the recipient to assimilate the knowledge, to make it an addition to his own effective power, is a test of his own fitness for his job.

A Systematic Survey

In making an analysis of the jobs in a plant, it is best to begin by compiling items of importance regarding job analysis in questionnaire form. (See Figure 44.) These items should be taken from every source and arranged consistently with the needs of the work and the surrounding conditions. Help in compiling this questionnaire may readily be obtained from the foremen and even from the workmen, by showing them that a clear-cut definition of their work will provide a more equitable basis for fair dealing, good service, and just compensation.

The employment manager should bring together the executives and foremen to explain to them the necessity for their assistance in the task of job analysis. They must be shown that by defining the jobs under their supervision they will enable the employment department to develop a system by which better men can be selected for every job in the plant, and that as a result, they will be supplied with more efficient employees.

After this general consultation, the employment manager should make a personal visit to each department, ask a number of questions, and take careful and copious notes concerning the different tasks.

The plan in concrete form is as follows: He should have each foreman submit a list of the jobs in his department with their titles, and a general description of the work involved in each one. From this survey, the employment manager should get a general knowledge of all operations and the foremen's ideas of the types of men they want. It is wise to get an insight of the foreman's conception of the job, that is, the conception which he has formed by association and contact.

Using the Questionnaire Form

When the survey has been completed, the data procured are correlated and issued in the form of a questionnaire. This questionnaire includes all the important questions reduced to the form of a chart. To make the subject more specific, each subforeman should be given a copy of the questionnaire, with written and oral instructions to write out the exact nature of the job and then check off the items consistent with the requirements. (See Figure 44.)

A Variation of the Plan

The more intelligent employee may be required to answer a list of questions regarding his own duties, problems, and experiences. This list should be given to him, together with a request for criticism and suggestions, and with such an explanation of the purpose of the study as will enlist his co-operation. The questions can be selected from the same sheets as are furnished to the foremen.

One set of sheets may be used for recording the information regarding three jobs by using three different colors, say, black for filling in the information about one job (represented in Figure 44 by small italic letters), red for another (represented in Figure 44 by italic capitals), and blue for a third (represented in Figure 44 by small roman capitals).

Name: James Blake

Department: Motor

This may be used to record
data covering 3 distinct jobs.

Use Pencils
Blue
Red
Black

Jobs: *Tool-Maker*
MILLING MACHINE OPERATOR
MULTIPLE DRILL PRESS OPERATOR

Explain just what is done on jobs you supervise, stating briefly the exact nature of the work.

Job: *Tool-Maker*..... Also known as: *Gauge and Fixture Expert*. It is closely allied to: *Expert Machinist*.....
Remarks: *Must be thorough'y skilled operator on lathe, milling machine, profiler, shaper, drill press, and grinders; must be expert on filing, scraping, general bench and handwork. Makes tools, jigs, and fixtures by hand and by machine. Must be able to read blue-prints, gauges, and calipers. Forms, shapes, and completes finished parts from the rough*.....

Job: *OPERATION No. 8 CYLINDER DEPT.* Also known as: *MILLING MACHINE HAND*..... It is closely allied to: *MACHINIST*.....
Remarks: *THIS IS PARTICULAR WORK. MILLS 3 PIECES SIMULTANEOUSLY, GAUGES THE SETTING OF THE CYLINDERS IN THE JIG TO SEE THAT TAPPET GUIDES ARE IN ALIGNMENT. OBSERVES THAT CUTTERS ARE CUTTING TRUE AND PARALLEL. MUST READ MICROMETERS AND DRAWINGS; MUST BE ABLE TO HANDLE STRAIGHT EDGE...*

Job: *OPERATION No. 3 ON CRANK CASE*.....Also known as: *MULTIPLE DRILL PRESS OPERATOR*. It is closely allied to: *DRILL PRESS OPERATOR*.....
Remarks: *MUST BE CAPABLE OF OPERATING STANDARD TYPES OF DRILLING MACHINES. MUST BE ABLE TO ADJUST AND ACCURATELY DRILL OR BORE, REAM, AND COUNTER BORE EITHER STRAIGHT OR INCLINED HOLES. SHOULD UNDERSTAND PIN GAUGES AND KNOW WHEN DRILLS ARE SHARP AND OF EVEN LENGTH,*.....

Figure 44. (a) Specimen of Job Analysis Chart. (Sheet 1.)

SURROUNDING CONDITIONS

SYMBOLS

tm—Tool-maker

MM—MILLING MACHINE OPERATOR

DP—MULTIPLE DRILL PRESS OPERATOR

Cleanly <i>tm</i>	Hot	Noisy <i>MM DP</i>	Bending <i>tm MM</i>
Dirty <i>MM DP</i>	Cold	Jerky <i>DP</i>	Pushing <i>MM DP</i>
Dry <i>tm MM</i>	Heavy <i>MM</i>	Hazardous	Pulling <i>MM</i>
Moist <i>DP</i>	Light	Crowded spaces	Lifting <i>MM DP</i>
Under cover	Hard <i>tm</i>	<i>MM DP</i>	Carrying <i>MM DP</i>
<i>tm MM DP</i>	Easy	Walking <i>tm</i>	Done on machines
Exposed to	Strenuous <i>DP</i>	Standing	<i>tm MM DP</i>
weather	Agreeable	<i>tm MM DP</i>	By hand <i>tm</i>
Daylight <i>tm DP</i>	<i>tm MM DP</i>	Sitting <i>tm</i>	
Artificial Light	Disagreeable		
<i>MM</i>	Monotonous		

Constant or with Rest Periods During:

With intervals of Operations.....

Between Operations.....

Is the job Permanent? Yes YES YES.....

Is the job Temporary?.....

Does it require Mechanical (*tm MM DP*) Business (), or

Executive Ability? () of a high order. SOME.....

Does it require experience? Yes SOME SOME.....

What Trade or past experience would be helpful? *Machinist, draftsman, MACHINIST'S HELPER DRILL HAND*.....

Technical Education or Experience? *Preferable NONE NONE*.....

Special Training? *Mathematical MILLING MACHINE DRILL HAND*

Can Work be Learned? Yes YES YES.....

Does one have a chance to learn this work? *Yes, here in plant. YES, IN SHOP*.....

How long does it take and by what method? *4 to 6 years 1 YEAR IN SHOP SIX MONTHS*.....

Should he know how to read a Blue-print? *Yes PREFERABLE PREFERABLE*.....

Does it require a general education? *Technical High School Preferred COMMON SCHOOL COMMON SCHOOL*.....

Is it in line of Promotion? To what extent? *Foreman TO GENERAL MILLING MACHINE BORING MILL*.....

Time it takes to Earn an Advance? *3 MONTHS 3 MONTHS*.....

Starting Rate? *Eighty cents FORTY-SIX CENTS FORTY-TWO CENTS*

Day Rate?.....

Maximum Rate? *\$9.00 per day \$6.00 PER DAY \$5.00 PER DAY*

Piece Work? *MM PD*.....

Hours? *Nine+NINE+NINE*.....

Shifts? *Day DAY AND NIGHT DAY AND NIGHT*.....

To what extent may be handicapped? *Missing Limb MISSING FINGER MISSING FINGER*.....

What kind of person do you prefer in appearance? *WIRY STRONG STOCKY*.....

Figure 44. (b) Specimen of Job Analysis Chart. (Sheet 2.)

SYMBOLS

Desirable—May have

d—Tool-maker*D*—Milling Machine Operator*d*—Multiple Drill Press Operator

Essential—Must have

e—Tool-maker*E*—Milling Machine Operator*e*—Multiple Drill Press Operator

Undesirable—Must not have

n—Tool-maker*N*—Milling Machine Operator*n*—Multiple Drill Press OperatorPreference of Nationality: *American* **AMERICAN** **AMERICAN OR ITALIAN**Male *d E E*

Female

Single *D d*Married *d D d*

Widower or Widow

Family:

Dependents *d*

Unity

Inspiration

Age in Years: *25 to 50,**21 TO 40, 21 TO 45*

Young

Middle-aged

Old

Bone and Muscle:

Hard *d*

Rigid—not movable

Soft—Flabby

Yielding

Elastic—Springy *d D*Health: *Normal* **NOR-**
MAL **NORMAL**

Circulation

Nutrition—Digestion

Respiration—Lungs

Muscular System *D*

Nervous System

Parts of Body Under

Strain:

Shoulders *D d*Arms *D d*Hands *D d*Fingers *D d*Back *D d*Small of back *d*Knees *d*Limbs *d*Feet *d*Abdomen *D d*

Endurance of:

Body Build: *Any Build*

Tall

Short

Medium *D*

Heavy

Light

Stocky *d*Wiry *d D*Masculine *D d*

Feminine

Free from: *Normal*
NORMAL

Deafness

Partial Blindness

Rheumatism *N*Rupture *N*

Chronic diarrhea

Kidney trouble *N*

Tuberculosis

Strength:

Back *D d*Limbs *D d*Arms *D d d*Hands *D d*Fingers *D d*

Abdominal muscles

D d

Agility:

Speed of foot move-
mentsBody balance *D d*

Ability to climb

Activity:

Slow

Quick *d*Sustained *d*

Spasmodic—Jerky

Control *d*

Continuity

Carefulness *D*

Rhythm

Quality of Skin, Hair,
and FeaturesFine *d*

Delicate

Coarse *d*Medium *D d*

Figure 44. (c) Specimen of Job Analysis Chart. (Sheet 3.)

SENSES		
Activity (<i>Cont.</i>);		
Skilled <i>e</i>	Hands: <i>Medium</i>	Sight: <i>Keen</i>
Semiskilled <i>D D</i>	Small <i>d</i>	Color
Unskilled	Large <i>D</i>	Range
	Length	Far
Skill:	Width	Near
Mechanical <i>e D D</i>	Thick	Astigmatic <i>n</i>
Drafting <i>e</i>	Thin	Disease
Mathematical <i>e</i>	Speed	Co-ordination <i>d</i>
Trade	Co-ordination	Focus
Mental	Ambidexterity	Glasses: <i>Permissible</i>
Physical:		Location
Hands <i>e</i>	Fingers:	Comparative
Fingers <i>e</i>	Strength	
Feet	Grip <i>d</i>	Hearing: <i>NORMAL</i>
	Speed <i>h</i>	<i>NORMAL</i>
Arms:	Endurance	Deafness
Strength	Control	Trueness
Lift <i>E D</i>	Span	Perception: <i>Keen</i>
Push <i>E D</i>	Touch <i>d</i>	Range
Twist <i>D</i>		Co-ordination
Speed <i>D</i>		
Endurance <i>D</i>		Nose:
		Obstruction
		Smell

Figure 44. (d) Specimen of Job Analysis Chart. (Sheet 4.)

ACTION	CAPACITY (Cont.)	FORCE (Cont.)
Accuracy:	Education (Cont.)	Imagination:
Mental:	Common <i>D D</i>	Practical <i>e D</i>
Discriminating	Technical <i>e</i>	Theoretical <i>e</i>
Physical:	High school	Inventive <i>e</i>
Calm	College	Analytical <i>e</i>
Cautious	Correspondence	Constructive <i>e</i>
Painstaking <i>d D D</i>	Business	Association
Thorough <i>d</i>	Current	
Artistic:	Information:	Egotism:
Drawing <i>d</i>	General	Teachable <i>d e</i>
Designing <i>d</i>	Mechanical <i>e D D</i>	Responsible <i>e D</i>
Modeling	Chemical <i>d</i>	Dependable <i>e D D</i>
Originality <i>d</i>	Commercial	Self-confidence
Estimating:	USEFULNESS	Authority
Weight <i>e</i>	Executive:	Pride
Pressure <i>e</i>	Leader	Prejudice
Number <i>e</i>	Imitator <i>d D D</i>	Vanity
Space <i>e D</i>	Planner <i>e</i>	Ambition:
Plumb <i>e D</i>	Driver	Progressive <i>e</i>
Speed <i>e D D</i>	Instructive <i>D</i>	Versatile <i>e</i>
Aim <i>e D</i>		Active <i>D</i>
Music:	Concentration:	Passive
Piano	Periodic	Will:
Violin	Continuous <i>d</i>	Endurance <i>e D</i>
Banjo	Observant <i>d</i>	Determination
Cornet	Specializing <i>D D</i>	Obstinacy
Mandolin		Assertion
Guitar	System:	Vacillation
Organ	Methodic	Adaptability <i>e</i>
Flute	Foresight	Coercion
	Detail <i>d</i>	
CAPACITY		CHARACTER
Memory:	Terminology:	Economy:
Eye <i>e</i>	Mechanical <i>d</i>	Home <i>d</i>
Ear <i>e</i>	Commerce	Board
Tabulation	Office practice	Debts <i>n</i>
Touch <i>e</i>	Technical <i>d</i>	Bankrupt
Form <i>e</i>		Dependents
Names	FORCE	Insurance
Faces	Reasoning:	Bank account <i>d</i>
Education:	Idealism	Other income
None	Materialism	Fixed outgo
Elementary	Judgment <i>e</i>	Reliability:
	Comprehension <i>e</i>	Reticence
		Caution

Figure 44. (e) Specimen of Job Analysis Chart. (Sheet 5.)

CHARACTER (Cont.)	APPEARANCE (Cont.)	APPEARANCE (Cont.)
Reliability (Cont.)	Attitude:	Man-handling:
Conservatism	Commanding	Face-reading
Steadiness <i>D D</i>	Dignified	Action-reading
Industry <i>e D D</i>	Confident <i>d</i>	Humor
Loyalty <i>e D D</i>	Neutral <i>D D</i>	Tact
Obedience <i>e d D D</i>	Humble	
Promptness <i>d D D</i>	Blasé	
	Erect	Habits:
Interests—Hobbies:	Stooping	Drugs
Indoor Food	Effeminacy	Smoke <i>n N</i>
Outdoor Garden		Gambling
Home Nature	Features:	Sporty
Children Animals	Expression	Abstainer
Books Social	Worry	Dissipation
Science <i>e</i> Cards	Kindness <i>d D D</i>	Puritanic
Art Travel	Firmness <i>d</i>	
Business Sports	Temper	Disposition:
Auto	Dissipation	Good nature <i>d D D</i>
	Trustworthy <i>d D D</i>	Irritable <i>n</i>
	Trusting	Courteous <i>d D</i>
APPEARANCE	Conversation:	Jollity
Neatness:	Profuse	Demonstrative
Clothes <i>d</i>	Medium	Combative
Linen	Sparing <i>d D D</i>	Complaining <i>N n</i>
Shoes	Gossipy	Easiness
Hair	Convincing	Affection
Work <i>d</i>	Argumentative	
	Listless	

Figure 44. (f) Specimen of Job Analysis Chart. (Sheet 6.)

The advantage of this method is apparent. It saves paper, time, and labor; the useless multiplication of sheets is in itself sufficient to discourage or frighten the average foreman. In going over a single sheet three times, one is more likely to discover items that have been overlooked than if the sheet is gone over but once.

Symbolic Arrangement

Symbols may be arranged for checking off the requirements or qualities desirable in workmen, the qualities which are essential, and the qualities which are undesirable. In Figure 44 these symbols are:

- D. Desirable
- E. Essential
- N. Undesirable

Those referring to the tool-maker are in small italic letters, those to the milling machine operator in italic capitals, and those to the multiple drill press operator in small roman capitals.

For instance, if a *d* appears opposite the word "tall," it means that it is desirable and preferable that a tool-maker be tall. If *e* appears, it means that he must be tall. If *n* appears, it means that a tall man will not do for this job. If *d* is used alongside of "tall," and *n* alongside of "short," it means that it is desirable that the worker be tall and that a short man will not do at all, and that medium height will do if a tall man is not available. In like manner this symbolism may be applied to the items on the other pages of Figure 44.

When using three colors a convenient arrangement of marks is v, x, or —, the v indicating desirable, the x essential, and the — undesirable; the color in which the symbol is written varies, of course, for each job being studied.

To fill these charts out the foreman must study them. He is thus set to thinking. As a consequence he makes what is probably his first analysis of the jobs he has supervised for years, and he becomes aware of many points he has consistently overlooked.

Attitude of Foremen

It is interesting to note the different points of view taken by the foremen, according to the difference in their types of mind and training. A spirit of willingness and helpfulness is usually demonstrated, however, and many become so interested that they study the sheets with great earnestness. In fact, 95 per cent of the foremen enlisted to do this work hand in the completed sheets.

The employment manager's next task is to visit each department to check up the foreman's findings. While on these visits he may make detailed notes of anything that seems to have been omitted or incorrectly described by the foreman.

Checking up the Foremen

The employment manager, in analyzing the job, checks up with the foreman along the following lines:

1. Classification of jobs and title of each.
2. Interpretation of the tasks furnished by executives, foremen, and workmen.
3. Study of the physical surroundings.
4. Details of job requirements, such as age, weight, height, and posture, and whether the job is done in a sitting, standing, stooping, or walking position.
5. Number of hours a man is required to work.
6. Overtime analysis. Can the job afford to give overtime? It cannot, of course, if it is of too exhausting a nature.

7. The starting wage, the rate of increase, the time it takes to earn promotion, and, in general, what the promotion possibilities are; also how the seasonal influence would affect the earning capacity.

In verifying the foreman's findings, the employment manager must look at the job from the point of view of the man that works. He must note the necessary physical strength required, as well as the special kind, whether of the back, the arm, the hand, or the limbs; whether of lifting, pulling, stooping, carrying, or of general endurance; and the conditions, surrounding the job that would disqualify a man with a particular predisposition or tendency to some ailment, such as rheumatism, asthma, etc. The information obtained as a result of these analyses forms a basis for improvement. He must consider whether it is preferable to have a married man, a man with family, or a single man. He must further interpret and deal with the foreman's preference for various nationalities, races, creeds, and types; apart from personal predilection, particular nationalities and races are without doubt best adapted for certain departments. He must take account, finally, of essential sociological considerations and mental qualities in the order in which they are checked on Sheets 5 and 6, Figure 44.

Collating the Information

Having reduced to writing these personal observations, the employment manager collates them with the information on the questionnaires and transfers the essential data from both to another sheet (Figure 45). This paper is then submitted for corrections, pruning, and approval to the head foreman, superintendent, works' manager, and one or more of the executives. The non-essentials are subsequently eliminated and what has been overlooked is added. All facts and important impressions are thus utilized.

Position: <i>Tool-maker</i>	KNOWN ALSO AS: <i>Gauge and Fixture Expert</i>		
Department: <i>Motor</i>	Skilled <i>d e</i> Semiskilled <i>n</i> Unskilled <i>n</i>		
Name of Foreman: <i>James Blake</i>			
Conditions surrounding Job: <i>Cleanly, under cover, daylight, hard, walking, standing, sitting, bending; agreeable, work at machine and by hand</i>	Shifts: <i>Day and Night</i>		
	Hours <i>9</i>		
DUTIES: <i>Makes tools, jigs, and fixtures by hand and by machine; forms, shapes and completes finished parts from the rough; should know how to fit any and all parts to a machine.</i>	Rates Starting <i>80c.</i> Maximum <i>\$9.00 a day</i>		
Experience: Ability, Technical or Otherwise: <i>Skilled Operator on lathe, milling machine, profiler, shaper, drill press, and grinders. Must be able to read blue-prints, gauges, and calipers.</i>	Piece Day Married <i>e</i>		
Special Training or Trade: <i>Tool-maker. Technical training helpful.</i>	Single <i>d</i> Age <i>25 to 50</i> Family		
Past Experience Helpful: <i>Machinist and draftsman.</i>			
Education: <i>Common school plus mathematical studies.</i>			
Work can be learned and would take: <i>4 to 6 years; 4 years as apprentice, 2 years in shop.</i>	Parts of Body Under Strain: <i>Shoulders, Hands and Fingers</i>		
Promotion Possibilities: <i>To Foremanship.</i>	SENSES: Sight: <i>Range far and near</i> Hearing: <i>Trueness and Perception</i> Touch: <i>Def.</i>		
Nationality Preference: <i>American.</i>	Estimation of weight, pressure Number, space, plumb, speed, aim		
Handicapped to the Extent of: <i>Missing limb if sitting down; preferably physically fit</i>	Health: <i>Free from any acute or chronic ailment</i>		
Body Build: <i>Medium, Wiry</i>			
Strength: <i>Arms, Hands and Fingers, Grasp.</i>			
Agility and Activity			
Skill: <i>Mechanical, Mathematical, Mental, Drawing, Designing—Original</i>			
Qualities and Abilities:			
<i>Painstaking</i>	<i>Practical</i>	<i>Teachable</i>	<i>Ambitious</i>
<i>Thorough</i>	<i>Theoretical</i>	<i>Dependable</i>	<i>Industrious</i>
<i>Initiative</i>	<i>Analytical</i>	<i>Versatile</i>	<i>Loyal</i>
<i>Concentrative</i>	<i>Inventive</i>	<i>Adaptable</i>	<i>Democratic</i>

Figure 45. Employment Manager's Epitomized Analysis of Job

Five versions of the analysis are now at hand:

1. That of the worker actually engaged on the job.
2. That of the subforeman or supervisor of the job.
3. That of the employment manager, prepared by his investigation.
4. That of the head foreman.
5. That of the executive.

Finally, there emerges the clarified summary of the requirements for any particular job in the plant, which, upon being transferred to a new sheet on a typewritten form, becomes a permanent record—a job specification (Figure 46)—to which the employment department may refer at any future time. This form constitutes a strictly private document, chiefly because it would be next to useless in any other plant. Every firm has to build its own system of job analysis in its own way, either with or without professional help. The method outlined here is merely suggestive; but the suggestions are intended to cover every phase of the problem so completely that the job specifications for any plant may be worked out without further instructions.

Advantages of the Analysis

The advantages of the system are apparent. Among the most important are:

1. The executives, foremen, and workmen are brought to think seriously and systematically about the jobs and about the possibility of better conditions.
2. An intelligent attitude on the part of the working force is encouraged.
3. A closer relationship is established between the working force and the executives, which lessens the likelihood of disagreement.
4. The workmen are benefited. Not only can information

POSITION: Tool-maker		KNOWN ALSO AS: Gauge and Fixture Expert	
DEPARTMENT: Motor		SHIFTS: Day and Night	
NAME OF FOREMAN: James Blake		HOURS: 9	
CONDITIONS SURROUNDING JOB			
Cleanly	Hard	Bending	Rates
Dry	Walking	Agreeable	Starting, 80 cents
Under cover	Standing	Work at machine	Maximum, \$9 a day
Daylight	Sitting	and by hand	
DUTIES: Makes tools, jigs, fixtures by hand and by machine; forms, shapes, and completes finished parts from the rough; should know how to fit any and all parts to a machine			MARRIED
			SINGLE
			FAMILY
EXPERIENCE, ABILITY, TECHNICAL OR OTHERWISE: Skilled operator, on lathe milling machine, profiler, shaper, drill press, and grinders. Must be able to read all blue-prints, gauges, and calipers			AGE: 25 to 50
SPECIAL TRAINING OR TRADE: Tool-maker. Technical training helpful			
PAST EXPERIENCE HELPFUL: Machinist and Draftsman			
EDUCATION: Common School plus mathematical studies			
WORK CAN BE LEARNED AND WOULD TAKE: 4 to 6 years; 4 years as apprentice; 2 years in shop			
PROMOTION POSSIBILITIES: To Foreman-ship		PARTS OF BODY UNDER STRAIN: Shoulders, Hands and Fingers	
NATIONALITY PREFERENCE: American		SENSES:	
HANDICAPPED TO THE EXTENT OF: Missing limb if sitting down; preferably physically perfect		Sight: Range, far and near	
		Hearing: Trueness and perception	
		Touch: Deft	
BODY BUILD: Medium, wiry		Estimation of weight, pressure, number, space, plumb, speed, aim	
STRENGTH: Arms, hands, and fingers' grasp		HEALTH:	
SKILL:		Free from any acute or chronic ailment	
Mechanical	Mental	Designing	
Mathematical	Drawing	Original	
QUALITIES AND ABILITIES:			
Painstaking	Practical	Teachable	Ambitious
Thorough	Theoretical	Dependable	Industrious
Initiative	Analytical	Versatile	Loyal
Concentrative	Inventive	Adaptable	Democratic

Figure 46. The Completed Job Specification Form

and suggestions now be given to new employees with definiteness, but a basis for efficiency ratings is established for the older employee.

5. New opportunities for advancement and promotion are brought to light.

6. Demands for better conditions are more definite, instead of being subject to whim and immature judgment.

7. Jobs can be graded with greater ease according to their maximum desirability or according to the amount of skill required.

Not only is this material of service in placing new employees and in making promotions, but it is also useful in setting before applicants the advantages of working in a particular plant.

These data are a distinct aid in hiring, for they impress the applicant favorably. The trouble taken to acquire all this exact knowledge of working conditions indicates such a spirit of equity in ownership and management as is likely to give each man a fair deal.

Office Job Specifications

Another and more simple type of job specification suitable for use in connection with office positions, is a standardized form (Figure 47), which includes the main points of similarity in each job. This form is constructed in consultation with the office manager and chief clerk, and a sufficient supply is mimeographed to furnish a copy to each office employee. Each employee then specifies and describes his own duties according to their importance and schedule. The data requested are separated into three divisions:

1. Regular duties
2. Irregular duties
3. Co-operative duties

ORGANIZATION

NAME: T. C. Brouch

POSITION: Rating and transportation manager

SUPERVISE: Mr. Klein, Miss Hudson, Miss Wilkins, Miss Summers

ASSISTANT: Mr. Klein

SUBSTITUTE: Mr. Morrison

REPORT TO: Mr. Bauer, Mr. Sanderson, and Mr. Twigg

DUTIES

Daily

Regular

Frt. Rating & Extending
 Frt. Chgs. on B/L
 Look after mail
 Adjust claims
 Tack maps
 Audit all incoming frt. bills
 Tracing, filing claims
 Look after siding
 All claims and R.E. affairs

Irregular

Sales records
 Making miscellaneous report
 Developing rate system.
 Check up territories.
 Handle matters for other departments.
 Route salesmen and territories
 Answering and taking care of all complaints

Co-operative

Remind other departments connected with my work of helpful suggestions.
 Developing rates
 Think one hour daily on suggestions.
 Assist shipping clerk

Weekly

Report of activities

Keep in touch with salesmen

Take care of salesmens' records of sales made —not made and why

Monthly

Trace all R.R. claims monthly

Yearly

Reports

DUTIES RELATED TO: Sales Department, Record, and Advertising Department.....

EXTENT OF RESPONSIBILITY: Routing, Transportation, and Duties Enumerated.....

Figure 47. Job Specification Blank Suitable for Office Positions

The employee checks his own duties.

When the forms have been filled out they are returned to the employment manager, a careful check is made with the assistance of the chief office executives, and, finally, the specification sheets are bound in a loose-leaf book for reference. In addition, each employee is given a copy of the specification covering his job. This specification embodies instructions and suggestions for his benefit and assists him in living up to the most approved practice.

CHAPTER IX

SECURING THE WORKER

Methods of Getting Help

The condition of the labor market, the kind of work being done, and the rates of wages, determine the ease or difficulty with which workers may be received. To meet all emergencies, however, the employment manager should keep on file a reserve of applicants. To do this he must familiarize himself with all methods of getting help, select those which have proved efficacious and which are adapted to the time, the conditions, and the establishment. A variety of methods are in common use, and there are besides certain heroic measures which may be used in time of emergency.

Four Methods in General Use

The chief methods in general use may be classified under four heads:

1. Advertising
2. Soliciting
3. Scouting
4. Employment agencies

These classes may be subdivided as follows:

1. Advertising
 - (a) Newspapers
 - (b) Circulars
 - (c) Posters

2. Soliciting
 - (a) Inside assistance—recommendations by foremen and workmen
 - (b) Boarding-houses
 - (c) Previously employed employees
3. Scouting
 - (a) New nationalities
 - (b) Rural districts
4. Employment agencies
 - (a) Private
 - (b) Municipal—co-operative
 - (c) Federal

1. Advertising—Five Fundamentals

Advertising is effective as a means of securing help only when proper methods are used. Too often a lack of even elementary advertising knowledge renders futile the efforts of the employment manager in this direction. A general idea of the following essentials will serve him well in making his advertising effective:

1. Media
2. Layout
3. Thought content
4. Forceful presentation
5. Timeliness

Media

In advertising for workmen, the newspaper is the most important medium used by the employment manager. The procuring of help for office and executive positions is discussed in a latter part of the book. (See Chapter XXI.) Local papers are more effective media for securing permanent employees than are those of other cities. Workers attracted

from other cities are not as likely to remain for a great length of time.

If the plant is in a small town, the newspapers of adjacent cities should, of course, be used as well as the local paper. In fact, when the plant located in a small town is the most important part of the town itself, as is often the case, advertising in the local paper for workers is a useless expenditure.

Not only the ordinary local paper, but any foreign language newspapers which circulate in the town, should be utilized. Every nationality has its own peculiar characteristics and the editors of such a paper can furnish the employment manager with valuable information as to the best methods of appealing to his readers. One of these editors, for instance, suggested not long ago a most effective method of advertising in journals such as his own. The plan was to weave the advertisement into an editorial or sentimental article, placing it, if possible, on the front page of the paper. The cost was greater, of course, but experience proved that it paid.

Whatever advertising media are chosen, they should be selected with care and with a full knowledge as to their readers, their circulation, and the possibilities of their producing results.

Layout

Practically all advertising for workmen is done in the classified column of newspapers, though several firms have lately conducted extensive and successful display advertising campaigns for help. The latter type of campaign can more properly be discussed, however, in connection with the securing of office help. (See Chapter XXI.)

There is little to say concerning the layout of a classified advertisement, since the rules of the publication usually allow no type display or illustration. But two opportunities for increased effectiveness remain, the use of white space and

different sizes of type; both should be used to the best advantage.

White space is a wise investment. It makes the printed matter stand out by contrast and is in no sense a waste. White space strikes the eye, arrests the attention, and creates interest.

Large or display type is valuable chiefly in dominating the surrounding zone, in making the advertisement the center of vision, in making it stand out so that those surrounding it appear merely to serve as a background. Figure 48 shows the effective use of white space and display type in this way.

Thought Content

Advertisements enumerating many jobs under one head; viz., "Wanted: Carpenters, Tool-makers, Stenographers, Machinists, and Laborers," are not nearly so effective as those confined to one specific need. A carpenter looking for a position in a paper, searches particularly for a carpenter's job. He stops to read little else but that which offers specifically to serve his purpose. Mixed advertisements are likely to attract the "jack of all trades," rather than the serious job-seeker who is master of one trade and the more valuable because of that fact.

The idea—the purpose of the advertisement—must be clearly expressed; the wording must exactly convey the thought. Failure to do so may cause useless and irritating mistakes. A certain firm, for example, advertised for a "Switch-board Operator," without specifying he was required for the electrical power plant. As a result many telephone operators applied for the position, and valuable time was wasted in interviewing them and in making excuses.

The approximate rate of wages should be specifically mentioned, together with the probable amount of overtime; whether the work is temporary or permanent; what shifts there are; and whether there is Sunday work. Only those

LABORERS.

OPPORTUNITIES FOR 1,000 MEN
SEEKING EMPLOYMENT AT 45c.
AN HOUR, IN NEW YORK,
BROOKLYN, AND LONG ISLAND
CITY; ONLY MEN SEEKING
WORK NEED APPLY; SERVICE
FREE TO ALL. KNIGHTS OF
COLUMBUS EMPLOYMENT SER-
VICE, LONGACRE HUT, 46TH
ST. AND BROADWAY.

WANTED

Man experienced in the manu-
facture of fancy paper boxes,
thoroughly capable of taking charge
and handling plant. State past ex-
perience. All communications strictly
confidential. Z 195 Times Annex.

BETHLEHEM STEEL CO.,

MARYLAND PLANT,

SPARROWS POINT, MD.,

WANT BRICKLAYERS, FAMIL-
IAR WITH EITHER FIREBRICK
OR RED BRICK WORK; STEADY
WORK. APPLY AT ONCE, EM-
PLOYMENT OFFICE.

Figure 48. Specimens of "Help Wanted"
Advertising

who are interested will then apply. Applicants should not be given cause to complain of misleading advertisements; what the advertisement states about rates, etc., should be borne out in the interview.

Practice in this respect has not always been of the best. Some companies, for example, have advertised their rates for a number of jobs by stating only the maximum, not mentioning the minimum. For instance: "Help wanted of all kinds—laborers, machinists, etc.; 90 cents an hour." When workmen left other places for a day to investigate, lured by the 90 cents an hour, they were informed that 90 cents an hour was the highest amount paid, but the job open in which they might be placed, paid 45 cents, 50 cents, or 60 cents. In other instances, advertisements have misled by such statements as "\$4.50 a day for laborers," without any mention of the hours. Some men prefer to work ten hours for \$4.50 rather than eight hours for \$4.00, but in the majority of cases, any delusive promise in regard to wages, serves only to disappoint and disgust applicants when they learn the facts; and the plant is given a bad name for misrepresentation.

The ideal to be attained and maintained is that of unvarnished truth at all times.

Effective Presentation

"The text should be concise, but it should not be boiled down to such an extent that it is ungrammatical or obscure. . . . Most advertisers make the mistake of too great brevity for the sake of saving a few cents."¹

Most classified advertisements are listed alphabetically. The first word of the advertisement is the key-word, the word which determines the place in which the advertisement will be listed. This key-word, consequently, must be carefully

¹ "Advertising: Its Principles and Practice," Tipper et al., page 255. Ronald Press Company, New York, 1919.

selected, so that the advertisement may appear in the part of the list most likely to be perused by the man for whom the advertisement is intended. The advertisements shown in Figure 48, for instance, bring out clearly the contrast between a well-chosen and a badly chosen key-word.

It is better to begin this key-word with a letter near the beginning of the alphabet, if this can conveniently be done. Thus the advertisement will be given a place near the top of the column.

Specific and Brief Terms

The use of specific, rather than general terms will strengthen the "pulling power" of the advertisement. An advertisement, for example, which reads: "Man experienced in the manufacture of fancy paper boxes, thoroughly capable of taking charge and handling plant," will fail of its object twice as often as one which reads, "Paper-box manufacturer wanted, thoroughly capable of taking charge of and handling plant." This rule holds good not only with the initial words of the advertisement, but with every word or phrase throughout.

Ten words forcefully written and effectively arranged will produce far better results than twice that number loosely put together and cramped as to space. As "brevity is the soul of wit," so is it the soul of advertising copy.

In advertising for workmen it is important that the process of application be made clear and easy. Even high-grade labor, such as the skilled mechanic, is not likely to react favorably to a "blind" advertisement which necessitates the writing of a letter. Such a man will respond to the advertisement which gives him a definite time and address at which to apply. If he is looking for a job at all, he is likely to want it without delay; and, other things being equal, he will apply for the job which gives him the most definite directions and the

prospect of most immediate employment.² All advertising for workmen should be done under the company name; "blind advertisements" should be employed only in exceptional cases.

Timeliness

Certain times of the year and certain times of the week are advantageous for certain kinds of advertising.

As to time of year, nothing need here be said, since the individual employment manager is sure to be familiar with the conditions of his own industry.

As to the time of the week, Sunday is, undoubtedly, the best day for classified advertising. The workman has then more time to read the papers, and consequently peruses them with more care. In addition, if he is out of work, it is probable that he finished on Saturday, the usual pay-day in most plants. These and other circumstances operate to make Sunday the best day for advertising. In general, experience proves that for advertising purposes, the first and last parts of the week are superior to the middle.

Circulars

Another effective method of advertising is by the use of circulars and cards. These should contain information regarding the advantages of working at the plant, the nature of the work, hours, overtime, bonuses, social, educational, and welfare projects of the company, and last but not least, explicit directions for getting to the plant.

The fundamentals of advertising first discussed apply to the preparation of a circular as well as to the preparation of classified copy; clearness, forcefulness, and timeliness must characterize all circular work.

²For further discussion of this point in connection with office help, see Chapter XXIII.

In every case, circulars or cards for securing help should be printed in the language of the persons whom it is desired to reach. Frequently a circular that is couched in a particular language is read by many persons of kindred races. A circular printed in Polish, for example, is read by nearly all Slavonic nationalities—Russians, Lithuanians, Letts, Esthonians, and even Bohemians.

One evidence of the value of circulars or cards is the fact that many who apply at the employment offices for jobs have advertisements in their hands.

The best method of distributing the circulars or cards is through the most dependable workmen of the various departments, and through representatives of the employment department.

In localities where there is a large foreign population, corner groceries—the meeting places for workmen's wives—are good distribution points. There the women gossip and exchange experiences, and gather many thoughts during the day which they discuss with their husbands in the evening. Wives exercise a strong influence over their husbands and take pride in being able to point out to them the advantages of working at a certain plant. The grocer himself will often volunteer to distribute the literature to his customers.

Circulars or cards may also be distributed to children in the public and parochial schools. The head of the school, especially of the parochial school, will frequently aid in the distribution of such literature. This is not unethical, as some think, for it is productive of beneficial results to the parents, to whom the children take the circulars.

That the influence thus exerted is strong is illustrated in the following incident:

The school board of a certain city, as part of the curriculum of the elementary schools, requested the children to prepare a history of the larger manufacturing plants of the city. The

narrative was to include a description of their location, business policy, the commodities they produced, their manufacturing processes, and their contribution to civic welfare. The information gained by the children proved so interesting that many of the parents applied for work at the different plants.

Circulars or cards may also be distributed to groups, such as fraternal societies, labor organizations, etc. The secretaries, with the permission of the executive committees of the organizations, will often consent to give them out to members. This may be arranged by the representatives of the employment department.

Posters

Posters may be used in place of circulars or in addition to them. The Y. M. C. A., K. of C., and like agencies, may be called upon to co-operate with the employment department by using these posters and circulars, or by sending to the employment department lists of men who apply to their associations for positions.

Similar arrangements can be made with technical schools, from which the higher types and better classes of workmen may be expected.

2. Solicitation—Inside Assistance

Solicitation may be defined as any reasonable measure used in going out to hunt for workers. The most effective method of soliciting new employees is to have men inside the plant recommend responsible persons from among their acquaintances and friends on the outside. The practice is a most desirable one; men obtained by this means, when properly placed, prove usually to be the most contented workers.

A practical instance of the effectiveness of the recommendation method occurred a short time ago, when a certain foreman in a large manufacturing plant tested it during a

critical period of labor shortage. He first weeded out the undesirables and then urged the best of his remaining workers to recommend their friends for jobs. His policy was based on the belief that "good men have good friends." His philosophy was proved sound by the fact that during the next six months his turnover was the lowest of any of the thirty departments in that organization.

Advantages other than the mere obtaining of new help accrue to the plant from the policy described above; for the employee who describes to a friend the advantages of working in the plant becomes himself impressed with such beneficial conditions. Later, when the friend is hired, the older employee puts forth a personal effort to introduce him to the members of his department, and endeavors in other ways to make him feel at home during the first few days of employment. Again, when necessary, he shows the newcomer how to do the work properly and with facility. In other words, he feels obligated to assist his friend in every possible way, and the friend in turn feels obligated to make good.

In recommending an applicant for a position, the employee should discuss the matter with the employment manager, and if the latter thinks it advisable to have the applicant interviewed, the employee should be given a recommendation blank (Figure 21, page 70). This slip, when filled out and presented in person or mailed to an applicant serves as an introduction to the employment manager. The employment manager may furnish a number of these slips to the foremen to give out to their men.

To stimulate special interest in helping to recruit men, a bonus may be offered, of \$1, say, for each workman recommended, accepted, and remaining three months; and \$5 for three men out of five who remain for a similar period. Placards also may be posted in the plant giving honorable mention, instead of the bonus, to those who introduced em-

ployees who stayed at least ninety days. These suggestions have been applied in plants where they have been productive of good results.

Boarding-House and Personal Canvasses

The boarding-house, though perhaps an unusual place for solicitation is a productive one. A survey should be made of the boarding-houses in the vicinity of the plant to ascertain the number of men living in them who desire employment. Arrangements can usually be made with the proprietors of the houses to inform their boarders that there are openings for employment, and house-to-house canvasses may also be made in neighborhoods where workmen of the type desired live.

Previously Employed Employees

In the files may be found names of persons previously employed, who have left the plant for various reasons. The files will include names of those who have been laid off, those who have been discharged for minor causes, those who have left of their own accord, etc. Such men may be written to on the form shown in Figure 22 (see page 70). A representative of the employment office might even call on them personally to invite them to return to work. It is best to select as the plant representative, one of a nationality similar to that of the person to be approached, or, at least, one who speaks the same language.

Among those of the previously employed to be followed up are workmen in certain cities who leave their regular work for a period of four to twelve weeks to combine a summer vacation with the earnings obtained by fruit-picking or other seasonal occupations. Their names turn up automatically in a tickler file that is kept in the employment department. That this is a good source of obtaining help is proved by the experience of a certain foreman. For fifteen years he fol-

lowed up valuable employees who had left to pick fruit, and was able to reclaim them every year when the season ended. Through them he was able to obtain a number of new employees.

3. Scouting

Scouting consists in sending out a man known as a "labor scout" to procure workmen by any legitimate means within his power. The labor scout interviews men in cities distant from the plant, also in the city where the plant is located, seeks new sources of labor supply, hires men, and arranges for their transportation to the plant.

New Nationalities

One of the best sources of labor supply is often found among nationalities not already represented in the plant. It often pays to break new ground by searching among these nationalities for men who may be particularly adapted to the work of the plant. When a few have proved themselves satisfactory, they can easily be influenced to encourage others of the same nationality to apply for jobs. An energetic employment manager recently filled a department with Portuguese, who were particularly fitted for the work and who performed their duties with greater skill and efficiency than any others who had been doing the work before them.

Rural Districts

Rural districts frequently offer a fertile field for the work of the labor scout. A canvass may be made of those sections where much of the smaller farmwork decreases in the late fall and winter. Arrangements may be made for likely men to commence work at the plant either immediately, or later on. People of the types usually procured from such districts

make the best workers on strenuous jobs, because of their capacity for hard work and because of their simple habits of living outside of working hours. Here may be applied the principle of following up seasonal workers.

A Heroic Expedient

In one instance, in a large eastern city, it was deemed necessary to carry scouting to the point of sending out a truck to solicit individuals as they passed a certain corner and carry them to the plant. But 90 per cent of the men obtained in that manner could not be depended upon to remain more than a day.

4. Employment Agencies—Private

Some private employment agencies are of the mushroom variety; their chief business is to charge a fee. Such agencies are not the best sources of supply. From a practical standpoint, the chief objection is that sometimes the private job caterer has made no study of requirements and, from the nature of things, cares little for such details as concern the workers' welfare. His particular business is to furnish men, regardless of their mental and physical requirements, and, having pocketed the fee, to wash his hands of further responsibility.

Employment managers who are favorably inclined towards such establishments may lay themselves open to the charge of being in league with them. On the other hand, the applicants furnished by these agencies feel that they have purchased their jobs; and, as a general rule, the whole arrangement is unsatisfactory.

But there are a number of reputable employment agencies, which are rendering real service to both employer and employee. Such agencies study the needs of both parties in a scientific manner, save the employer the trouble of interview-

ing the mass of applicants which would come in answer to an advertisement, and in every way save the employer time and money. The modern employment agency, to exist permanently at all, must render honest and efficient service; and the majority are striving toward that goal to the best of their ability.

While there have been in the past many poorly and selfishly managed employment agencies, the employers have not always played fair with the agencies. The latter have, on numerous occasions, been guilty of obtaining names, service, and other assistance from the agency, and then been instrumental in hindering the collection of the agency's fee.

Municipal and Co-operative Agencies

Every encouragement should be given to municipal employment agencies charging no fees, to schools, and to any local organization capable of supplying the right class of people. The managers and representatives of these offices and agencies should be given every opportunity to become familiar with the class and types of men desired.

Union Agencies

Some firms, after they have exhausted their own supply by training and promoting those within their own ranks, call upon the unions and give them the first opportunity to furnish skilled workmen.

Branch Employment Offices

To secure large numbers of men for temporary work where a plant is at a great distance from the center of the town, a branch of the employment department may be maintained in a central and accessible location or in a section where one would be most likely to find those seeking work. Such branch

employment offices have even been established in other cities. This was done during the war, and caused considerable disturbance and criticism. Men were lured away from their locality in answer to more attractive offers elsewhere. It crippled production in many plants, not so much because it produced a shortage of men in any one locality, but because so much time was lost in shifting from place to place. Employment departments established in cities away from their plants have seldom, if ever, proved satisfactory.

An Employment Clearing-House

The various plants and their employment departments in a city might effectively organize a centralized employment clearing-house. To this center all surplus applicants could be referred, with details of their fitness, experience, and qualifications. From such an agency applicants could be directed to the particular plant immediately in need of their services; thus both the individual and the firm would be benefited. A similar procedure might be followed by the employment department in the absence of the centralized clearing-house, by co-operating with the public employment bureaus. The private employment department may furnish these public agencies with a list of job requirements, job specifications, and other necessary data and receive from them whatever desirable applicants may be on their lists.

Unfit Methods

Some of the suggested methods are, of course, so radical as to be suitable only in emergencies. Certain other methods should never be used. Foremen, for instance, have been known to visit skilled workmen of other plants and tempt them away. There should be an agreement—something more than a gentlemen's agreement—between firms, to prevent clandestine bartering. Employment departments might with advantage

refuse to employ a workman while in the employ of another firm, unless it be a justifiable case of a workman seeking to better his condition. Even the change should not take effect until six days after his leaving his former place—an arrangement that has proved satisfactory.

Much is heard about the "one-man influence." Persons sometimes turn up who claim to be leaders of groups of men, numbering from ten to twenty-five, who have worked under them or with them as fellow-workers and whom they claim to influence to the extent of securing them for any place they choose, either in return for a consideration or for a job in a supervisory capacity. Experience has shown that such methods of obtaining men never work well.

Building Good Methods

A scientifically conducted employment department can evolve methods which will minimize the necessity for any sort of indirect efforts and even for newspaper advertising. Upon the building up of such a system depends to a great extent the success of the employment department. Times of labor shortage, however, are sure to come; and when that emergency arises the efficient employment manager will know all the possible methods of getting help and will be able to utilize them effectively.

CHAPTER X

HIRING, SELECTION, AND ASSIGNING

A Cordial Reception

After bringing workmen to the plant, the employment department must interview, select, and assign them. This work is difficult and important; it presents a number of problems, all of which must be met and constructively solved.

It is essential that those seeking employment receive courteous treatment. Even when it is necessary to refuse a man, a favorable impression must be left with him. The qualifications of the interviewer go far toward accomplishing or failing to accomplish this end. (See Chapter III, "The Employment Manager.")

Any feeling of self-consciousness will be dissipated by a cordial reception. The applicant should be seated and be made to feel that the interviewer is a friend who is equally desirous of doing the best for him and for the firm. The environment being favorable to self-expression, he will become communicative without feeling that he is being grilled or pumped for information concerning his character and requirements. The employment department should follow the dictum: "Take more time to hire, and you will have fewer men to fire."

The Preliminary Interview

An interviewer can weed out, by means of a preliminary talk, those applicants for whom it would be a waste of time to fill in the application blank. Those who give promise of

filling an existing labor need of the plant are then asked to make out a blank.

A Definite Understanding

An employee's application is a permanent record, invaluable as a reference to his history and general qualifications. When men leave, they frequently give as a reason for so doing that the job was not what it was represented to be. This in itself is a strong argument in favor of a thorough interview. An interview and a complete application make for a definite understanding on both sides, and result in mutual benefit and satisfaction. For these reasons, both the interview and the application should always be used, even though some firms are opposed to lengthy application forms and interviews.

The Physical Audit

The application blank having been satisfactorily filled out to a certain point, the next step is to send the applicant to the medical department, if there is one in the plant, for examination. The medical department sometimes discovers conditions that would immediately cause the rejection of the applicant as a possible employee, thus saving the time of a further inquiry. If there is no medical department, certain questions regarding health may be asked by the employment department. The examination may include an examination of the eyes and hearing, also psychological tests, etc., in so far as they serve industrial purposes. Special attention should be given to any disability or bodily disturbances that would disqualify the applicant for certain work or suffice to eliminate him entirely.

By checking at an early stage such items as age, mental power, physical strength, experience, and wages, the interviewer may, without more ado, eliminate the impossible applicant.

The interviewer, as he opens proceedings, has the application folder before him. He courteously states the reasons for the extensive questioning that is to follow, explaining to the prospective employee that the more the company knows about him the better able will it be to fulfil its obligations toward him.

The questions should be woven into the conversation by the interviewer in such a manner as not to embarrass the applicant and still less to make him think that he is being put through the "third degree." He should be made to feel that he is being given a chance to state his qualifications and that he is being assisted to put them into the most effective form. In short, the applicant must be convinced that the elaborate application form and the careful interview are instituted to help him as much as to assist the firm.

Interview Questions

While the employment department uses questions to eliminate the unfit, it uses the same means to fit the applicant to the job. Though some of the questions in their development depend entirely on the nature of the plant, others are vital and of almost universal application. The answers to these help the interviewer to determine: "Is this man the best man for the job? What can he do best? Into what can he develop?"

Leading questions pin the prospective employee down to definite responses, and should be accumulated by the employment department from those asked by the foremen and executives who formerly did the hiring.

Questions, specially selected for specific jobs, should be studied by the employment staff and standardized. Collecting these interrogations will be one measure of the spirit of co-operation, and the foreman should be made to feel that the employment department is hiring by proxy.

Developing Interview Questions—A Useful Method

A method of formulating questions for use in the interview was carried out as follows.

First, the foremen and superintendents were called together and a request made of each one to interview an applicant on behalf of the employment office. As it was essential to record the interview and yet not embarrass the interviewers, a stenographer was hidden behind a screen. In this way a vast number of questions and answers were obtained. Later they were analyzed and collated. After the chaff had been winnowed from the wheat, some two thousand questions reduced themselves to about one hundred.

Finally, it is well to put the questions in the negative. If a leading question is asked in the positive, such as, "Can you run a turret lathe?" the applicant is prone to say "Yes," merely as an insurance against losing the job. He will be actuated by the idea that when once in the plant, he will be safe and can surely make good somewhere.

Questions of a different class are:

"Why did you leave your other job?" The answer indicates either that the applicant was justified in so doing, or is merely a floater.

"Are you prone to develop 'grievances'?" The answers will reveal whether or not the applicant is temperamental.

To learn if he expects to work just long enough to earn sufficient money to leave or get out of town, he is asked if he wants permanent or temporary work.

If an applicant wants work in which there is an opening, the kind and extent of his experiences and his reasons for wanting that particular job should be drawn out. His former rate of pay should be ascertained, as from that may be judged what he will expect. The interviewer will, of course, be familiar with the rates of pay in other firms and will thus know whether or not the applicant is exaggerating.

If he does not specify a particular job, the kind of work he has been doing should be ascertained and, if it is not similar to that which is done in the plant, whether he desires work of another kind. He may be willing to accept any kind of job in the hope that better jobs in the plant will turn up. (See the discussion of the application folder in Chapter V.)

Hiring at Once

There is a question as to the advisability of hiring a man the first day he applies for a job. It is true that if there are many men applying for a position, delay enables one to select with greater care. But that is to handle a sword which cuts both ways. The delay gives the employee time to try elsewhere or to change his mind. On the whole, it tends to encourage vacillation, and there is too much of that already; 25 per cent of the men interviewed and hired fail to appear at the appointed time. Here it may be remarked, by the way, that the names of the men who act thus insincerely should be recorded for future reference.

Nationalities

In most firms, English-speaking applicants are given the preference. Those who do not speak English should be made to agree to attend one of the classes in English in the plant or a public night school. (See Chapter XIV, on educational supervision.)

The question of nationalities requires special notice. Some assimilate well, others do not. The employment manager should learn to discriminate carefully in selecting certain nationalities for certain departments and in combining them harmoniously. In one of the departments of a large plant, for instance, are Bohemians, Italians, and negroes, with a sprinkling of other races. It was there found that a Bohemian, or any other foreigner, would work as a chaser with an

American or Italian crane-operator, but that an American would not work harmoniously as a chaser with a Bohemian in the crane. A Bohemian in the crane and a Bohemian on the floor would work together, but they were apt to shirk. An American on the floor and an American on the crane would work harmoniously, but the best combination was an American or Italian in the crane and any foreigner as a chaser. And in that same plant it was discovered that the Bohemians made the best furnace men, and the Polish and Lithuanians the best grinders, while the negroes were seldom a success around machinery.

Past Record

Though the past record of an applicant is of great importance, it must not be used to brand a man as unemployable. The job may prove a stepping stone for the recovery of character and position, and such renovated and rehabilitated men often make the best workmen. A boycott against those who have served time, or who have otherwise expiated their offenses, is worse than legal injustice or social injustice—it is an industrial blunder and a psychological outrage.

Values of References

The value of references in general has been seriously questioned. It has been asserted that a previous employer, disliking to turn a man down who has proved inefficient, may sometimes, out of kindness, explain his dismissal on other grounds than the true one, thereby tactfully releasing himself of an inefficient man and encouraging someone else to hire him. Such references are more than worthless; they are reckless and harmful. On the other hand, an employment department may receive unfavorable information regarding a prospective employee, and in consequence thereof reject the man. Yet this man, if hired without reference, might have proved a

most desirable worker, though a failure in his previous employment. This is often proved by the transfer of a man from a department in a plant where he has done poorly, to another department where he makes good. He might do even better by going to another plant. Sometimes jealousy, spite, and prejudice enter into the reference furnished by a previous employer and thereby invalidate it. Again, an employer who does not want to lose an indispensable workman, assured that his reference will be treated in strict confidence, sends a reference which is unfavorable and unfair.

Nevertheless, it has been claimed by many prominent concerns that have systematically adopted the reference plan that its helpfulness justifies its use.

In some cases, however, too little, rather than too much dependence, is placed on the value of references. Excellent co-operation is usually received from firms asked to give references and sufficient reliable information has been received in 95 per cent of the cases investigated to justify the work involved.

Assistance of Foremen

As an act of courtesy the foreman is usually asked to talk with and pass upon an applicant before a definite decision is made. This practice may be objectionable, however, for several reasons:

1. The foreman may be busy and the applicant may have a long wait.
2. The applicant may begin to feel that the firm is not concerned about him.
3. The foreman may be in a hurry or anxious to return to his duties of supervision and may not get the facts as well as the interviewer.

It is therefore a better plan, if any talk is desirable after

the formal interview, to have the applicant taken to the foreman to whom he is to be assigned. The foreman then reports his impression of the man to the employment department. This may be compared with the foreman's subsequent estimate of the man. Eventually the foreman should be relieved entirely of this function, but it is advisable to make the break gradual so that the transition may be smooth and agreeable. In any case, the degree of responsibility reposed in the foremen must be determined to a large extent by the specific conditions which appear in the particular plant.

When a foreman states on his requisition sheet that he desires to see the applicant before anyone is engaged, because of the special nature of a certain piece of work, the employment manager should grant his request.

Hiring and Assigning

The amount of authentic information furnished during the interview forms a basis for just investigation and future procedure; it far outweighs valueless and misleading testimony.

If the applicant measures up to the requirements, the interviewer should explain carefully to him what to expect in his job. He should be told of the conditions that surround it, of the aims and ideals of organization, of the pay, of insurance, of benefit associations, of bonuses, of the card and timekeeping system, of the hours, and of the number of days' notice he must give before leaving. Furthermore, he should be told the probable time it will take to earn an advance, maximum rates, the promotion possibilities, the seasonal influence, vacations, social advantages, layoffs, probability of overtime, and last but not least, welfare and educational advantages. The interview may then be sealed by giving to the newly hired workman a book of instructions.

An excellent booklet of the sort recommended, used with

great advantage in one of the shipyards, is reproduced in full in Appendix A. It contains a welcome to the new worker, a full explanation of the firm's various facilities—service, medical department, housing, etc.—the systems of identification used, the symbols for marking material in the yard, and last—to make the book additionally useful—a calendar of the current year.

Probation

Many concerns are finding it advantageous to put applicants on probation, taking them into the department for a try-out to prove whether or not they are as familiar with the machine or work as they claim to be. Frequently such an applicant is put in the training department, where the time it takes to acquire certain operations has been mapped out and standardized. (See Chapter XIV, educational supervision.) Should the applicant fail to learn within the prescribed maximum time, he may be either rejected or given other work. One large manufacturer advises giving three opportunities before eliminating an employee.

CHAPTER XI

PICKING THE RIGHT MAN FOR THE JOB

The Principal Function of the Employment Manager

Selecting the right man for the right job is the principal function of the employment manager, and the success with which he performs that function is almost the measure of his success in general. In the days preceding the era of what is known as "big business," picking the man was a comparatively simple matter. When men were required, their hiring and selecting were left to a few old hands who knew every phase of the work thoroughly. These men, through constant association with various types of workers, gradually—subconsciously if you will—formulated certain conclusions or "hunches" regarding the aptitudes of men for specific jobs. To verify these judgments the applicant was usually given a try-out, and remained or went away according as he succeeded or failed at it.

But with the advent of specialization, jobs have been divided into distinct units of operation. The sharp differentiation among the units of operation, added to the recognition of the high cost of labor turnover in general, have made necessary more accurate methods of hiring.

The Problem

The successful employment manager must be able to maintain his percentage of turnover at a minimum. To accomplish this he must select his men for the position for which they are best adapted, and in which they will be best contented.

It will be curious to note in the following discussion, how employers are working back to the original method of selecting men as followed a generation ago—amplified and perfected by science, more complex in various ways, but nevertheless based on the same idea.

It is the purpose of this chapter to lay before the employment manager a brief résumé of the various systems, past and present, of selecting workers, pointing out the methods that have merit, and those that manifestly have none.

Position of the Employment Manager

To select the right man for the right job, competently, is no easy task. The various systems devised for determining the fitness and qualifications of men are not so scientifically accurate as their inventors and sponsors would have us believe. There is such a difference of opinion relative to the best method for picking the right man for the right job that the employment manager usually asks himself, "Am I to try every employment nostrum that quacks or enthusiasts place on the market as a method, or am I to disregard them all and adopt the time-honored policy of the employer who hired 1,000 men and fired 800, in order to get 200 good workmen?"

Methods of Selection

From what has been said it seems reasonable to expect the reader to ask at this stage: "Is there really any method or system, subjective, objective, or both, by which employers may select the right man for a particular job with any degree of accuracy—say 70, or even 51 per cent?"

Methods for reading character and judging ability along specific lines of endeavor have been sought for years; and a great many have been evolved. The most important of these methods are:

1. Graphology
2. Character analysis—observational method
3. Psychological tests
4. Trade tests

The methods which depend for their efficacy on astrology, palmistry, physiognomy, phrenology, and the like, we need not here discuss at length. They have been exploited by well-meaning enthusiasts sometimes, and sometimes by charlatans; and although they are called scientific by their advocates, they have been repudiated by serious investigators and thrown into the category of the pseudosciences. It is generally accepted that they are untrustworthy and misleading.

1. Graphology

Briefly, graphology is the art (so called) of judging from a person's handwriting his disposition, his characteristics, and his aptitudes. At the present time a good many business houses ask an applicant for a sample of his handwriting before they hire him; and from this handwriting, by the system of graphology, they attempt to determine whether he will fit the position. But graphology is not practical. No two of its exponents agree as to a standardized classification of handwriting. Indeed, such a standardization cannot be established; there is no agreement as to what indications are to be sought, nor as to how the indications are to be interpreted.

2. Character Analysis—Observational Method

The character analysts have popularized their method under the engaging title, "Character analysis by the observational method." They base their claims on two alleged laws: First, that human bodies vary in nine ways, viz:

1. Color
2. Form

3. Size
4. Structure
5. Texture
6. Consistency
7. Proportion
8. Expression
9. Condition

Second, that men's characters vary in accordance with the way their bodies vary in these nine particulars.

The better informed, however, feel that this method cannot accurately be used as an instrument for classifying men as though they belonged to distinct types. They reason that each person is rather a union of physical and mental factors—the product of his own experiences—distinct and dissimilar from all others.

It is patent to most people who think about these things, that although one may lay down definite rules regarding the properties of iron or lumber, one cannot do it with men. Questions of heredity, environment, education, experience, health, and the multitudinous variations of character cannot be measured by classifying external indications.

It is true that one cannot help being influenced to a certain extent by external indications. Whether conscious of it or not, one is impressed—either much or little—by an applicant's personal appearance, his dress, cleanliness, manner of talking, carriage, etc. It is equally true that external appearances form a reasonable index to the more common attributes or characteristics of a person. It is obvious that a man with the build of a jockey is not adapted for piano-moving or stevedore work; or that a heavy-handed, clumsy man is not fitted to work with fine and delicate instruments. Such indications as these are self-evident. But when any system attempts to prove, as do those under discussion, that a round, square, or triangular face, or the tilt of the nose, or the shape of

the ear, is an indication of a man's preference or fitness for one sort of work over another—that system is faulty.

Because of the many discrepancies in the conclusions reached by those applying character analysis, the more advanced students of vocational selection have declined to consider "character analysis" of itself as worthy of adoption, and the same may be said of personnel executives in general. Some authorities on personnel management have become so impatient with character analysis that their contempt is expressed in the refusal even to read or discuss the subject.

Time Lost by Character Analysis

In spite of the manifest impracticabilities of character analysis, a good many practical people are fascinated by it. But even supposing (which we do not grant) that it was all its sponsors claim for it, would industrial establishments be justified in engaging specialists to make these analyses? Conservatively estimated, a half-hour or more is required for "reading the character" of each person examined. And is there not the danger of overlooking the essentials in the interview while trying to decipher the multifarious modifying character signs that are to be considered? The author is reminded of the salesman who, after having completed a course in character analysis tried so carefully to remember and apply the rules that had been laid down that he neglected to drive home the virtues of his commodity. His mind was too much occupied in trying to read his customer.

3. Psychological Tests

We come next to psychological tests. Psychologists in leading educational institutions from time to time have made definite claims for the tests which they have developed. They have sought to interest industry in their experiments and to secure a trial for their tests under conditions that would

demonstrate their practicability. Industry turned an attentive ear and encouraged the psychologists in their efforts to size up and pick men correctly. The results of the trials, however, were not conclusive. Some of the tests served well in specific instances, but did not prove applicable in all. (So then, we may say, the success of classifying various types of minds by what are known as psychological tests is still a mooted) question.

In discussing the psychological test there are certain things we must not lose sight of. These tests are not put forward as an infallible method for selecting the right man for the right job. What their sponsors claim for them is merely that a series of tests will bring out and classify a man's intelligence along certain lines—or, in other words, his ability to grasp certain situations, to analyze them, to catch on, to learn; that they will reveal, moreover, not so much his intelligence for the sort of work the employer is hiring him to do, but his general intelligence. If this can ever be determined accurately, the work of finding the right man for the job will be greatly simplified.

Defects of Psychological Tests

Unfortunately, as we hinted above, these tests have their shortcomings too. For instance, a test which is becoming popular in applied psychology is the "method of analogy." To test analogically is to parallel the mental processes and abstract qualities that are apparently needed for certain kinds of work. For example, a test is designed to measure a man for a job for which the job analysis shows concentration to be a requisite. That this is a very dangerous method, careful students of applied psychology recognize. The success or failure of a man in making a good showing will depend on his ability to concentrate with sufficient intensity on the subject in which he is naturally interested. One man concentrates

easily on historical data, another on mechanical problems, another on a page of Shakespeare. The same is true with a general test for memory. A man vividly recalls the events of ten years ago and forgets the instructions given to him twenty minutes previously. Another test may reveal that a man is careful. He may be careful with his own automobile which cost him \$1,500, and yet be extremely careless with the machine he is working on, which cost \$15,000. A man may be accurate in figures and at the same time faulty in organizing his work.

Another objection to psychological tests in general lies in the fact that the man who makes a good mark today will respond weakly at another time, and perhaps fail to make as good a showing because of a disturbed state of mind, owing, let us say, to a sleepless night.

In the army, where psychological tests were made in greater numbers than ever before, all that was claimed for them was that the psychological and intelligence tests assist in grading men to the extent of classifying them into three groups, viz:

1. Men of superior intelligence
2. Men of average intelligence
3. Men of slow or inferior intelligence

In other words, it is possible by means of psychological and intelligence tests to grade mental ability and capacity provisionally. But when it comes to finding out a man's qualities of leadership, or resourcefulness and courage in the presence of danger, neither these tests nor any other known physical or psychological tests are of much use.

The Rational Attitude of the Psychologists

The encouraging thing about the work and the experiments of the psychologists is the true appraisal the psychologists

place on them. They do not claim that their tests are infallible, or that they accomplish all they would like them to accomplish. They realize that the tests as applied to industry are still in the experimental stage and that their present value is not nearly as great as their future value will be.

Representative Psychological Tests

The following are samples of outlines of sets of tests designed as tests for the vocations named:

TESTS FOR VOCATIONS

TYPISTS

- Verb-object
- Action-agent
- Color-naming
- Number-checking
- Letter substitution

STENOGRAPHERS

- Naming opposites
- Form-substitution
- Hard directions
- Color-naming
- Letter-substitution
- Part-whole

BUSINESS CORRESPONDENTS

- Opposites
- Verb-objects
- Agent-action
- Action-agent
- Color-naming
- Mixed relations
- Hard directions

ROUTING CLERKS

- Cancellation
- Number-checking
- Opposites
- Mixed relations
- Hard directions
- Completion test

TELEPHONE OPERATORS

- Color-naming
- Hard directions
- Completion
- Team of three
- Aiming

STATISTICAL CLERKS

- Naming opposites
- Part-whole
- Mixed relations
- Completion test
- Team of four

HAND-SEWING

Color-naming
Naming opposites
Directions (Accuracy)
Logical memory
Tapping rate

MACHINE-STITCHING

Color-naming
Aiming (Accuracy)
Mixed relations
Opposites
Directions (Accuracy)
Logical memory

LABEL-PASTING

Knox cube
Card-sorting (Accuracy)
Substitution (Speed)
Substitution (Accuracy)
Directions (Accuracy)
Opposites
Color-naming

EFFICIENCY ENGINEERS

Intelligence blank
Imagination blank
Completion test
Card-sorting
Construction test
Group judgment
Physics test
Invention test

SALESMEN

Intelligence blank
Imagination blank
Card-sorting
Group judgment
Manager's interviews

The foregoing are samples of what are called "teams of tests" for various vocations. Those who have used them claim that these tests measure the ability of the applicants, and that they compare with actual ability by high percentages.

To explain how these tests are applied, let us take the first team of tests, "Typists." It is claimed that this set of tests indicates with great accuracy one's ability as a typist. You will notice that there are five tests to the team:

1. Verb-object
2. Action-agent
3. Color-naming
4. Number-checking
5. Letter substitutes

Test No. 1, is applied in this manner. A series of verbs is presented to the person being examined, who must quickly give an object to each verb. For instance: to a verb like *cut*, he would naturally answer *cut finger*; to *burn*, he would reply *burn wood*, and to *strike*, he would return *strike man*, or *ball*, or anything else that would appear to him natural and logical.

Test No. 2, "action-agent," is similar to the one already mentioned. It is designed to determine a man's ability to associate answerable ideas and images. He is given a number of words, such as *swim*, *fly*, *crawl*. With these he must link such words as *fish*, *bird*, *snake*, or anything else naturally and logically associated with them.

Test No. 3, "color-naming," is a perception test. The person examined is given a sheet on which are one hundred colors—apparently. Actually, only five colors are repeated in an irregular way. These must be named as quickly as possible.

In test No. 4, "number-checking," the subject is given a sheet of paper bearing a group of numbers, and is asked to draw a line through every group which contains the numerals 6 and 9.

In test No. 5, "letter-substitution," the subject is given a sheet bearing a number of letters. There is a key at the top of the sheet, and whenever *C* appears, the applicant must write *X*; and for every *L* he must write *J*. The applicant must look at the key continually to see what letter he should put under it.

The Trabue Completion Scale

Trabue's completion scale test (T. L. Kelly's revision) is used to measure general intelligence. Each sentence (see Figure 49) involves a certain difficulty. Each five sentences are evaluated because of their equal difficulty. The object is to supply any word that will make an intelligent and gram-

mathematical sentence without altering the punctuation, thus determining the topmost intellectual ability.

The average ten-year old can do about the first fifteen sentences; the fourteen-year old about the first twenty; adults of superior ability can fill in the whole, or best part of the test. The usual time allotted for the complete test is from ten to fifty minutes for adults, this allowance showing that the test is one of quality rather than of speed. It is obvious that if one man does more than another in a given time, superior ability is indicated.

Judgment Test

The judgment test is used to determine the extent to which a subject's judgment is influenced by suggestion.

To perform this experiment, bits of pasteboard (see Figure 50) may be cut into pairs of squares, circles, stars, or octagons—each piece to have marked on it numbers of two digits. The subject is then told to pick out the forms that appear to him largest in size.

The susceptible person who is not trained to discriminate closely will pick out of each pair the card that has the larger number upon it. This test can be used to discover the weakness of certain employees, such as buyers, secretaries, and others, who are entrusted with secrets and commissions requiring discretion, and who must be proof against the deceptions practiced by salesmen, promoters, and others with seductive propositions.

Attention and Initiative Tests

The attention and initiative test deals with an applicant's powers of attention and initiative. It may be applied, to discover the capacity of any person to pay attention to unfamiliar questions or subjects which might at some future time have great importance.

COMPLETION EXERCISE

Name.....Age.....Grade.....

Write words in the empty spaces to make the whole sound sensible and right

- o. We like good boys.....girls
- 110 1. I like to go to.....
- 84 2. The sky.....blue
- 91 3. Ice is cold, but fire is.....
- 81 4. The stars and the.....will shine tonight
- 88 5. The.....plays.....her dolls all day.
- 84 6. Good boys.....kind.....their sisters
7. During the.....weather the boys will play in the shade
- 105 8. Boys must.....be rude to.....mothers
- 98 9. The boy will.....his hand if.....plays with fire
- 81 10. Time.....often more valuable.....money
- 88 11. Hard.....makes.....tired
- 84 12. The.....rises.....the morning and.....at night
- 98 13. Hot weather comes in the.....and.....weather
.....the winter
- 92 14. The child.....the river.....was drowned
- 82 15. She.....if she will
- 89 16. It is good to hear.....voice.....friend
- 85 17. The boy who.....hard.....do well
- 106 18. Boys who play.....mud get their hands.....
- 115 19.....the weather is.....one should wear heavier
.....than when it is.....
- 92 20. It is a.....task to be kind to every beggar.....
.....for money
- 89 21. The happiest and.....contented man is the one.....
lives a busy and useful.....
- 100 22. In.....to maintain.....health, one should have
nourishing.....

Figure 49. Trabue's
The completion exercise is designed to bring out not so much

- 102 23. Many people *improve* their health because *they* do not
~~know~~ the ~~rules~~ of hygiene
- 107 24. A home is ~~not~~ merely a place *where* one *may*
live comfortably
- 95 25. It is very *easy* to become *quickly* acquainted ~~with~~
persons who ~~are~~ timid
- 101 26. One's ~~eyes~~ do ~~not~~ always express his thoughts
- 111 27. The ~~sun~~ is always shining, ~~but~~ storm-clouds
sometimes ~~hide~~ it ~~from~~ us
- 108 28. Children should ~~know~~ that after all nobody is ~~able~~
to care much more ~~about~~ their success than ~~the~~
~~children's~~ parents
- 108 29. ~~There are~~ times in the ~~life~~ of almost ~~all~~
of us when we ~~live~~ for a long life
- 109 30. One's real ~~self~~ appears ~~more~~ often in his ~~act~~
than in his speech
- 96 31. Extremely old ~~people~~ sometimes ~~live~~ almost as
~~much~~ care as ~~the~~
- 101 32. To ~~be~~ to wait, after having ~~gone~~ to go ~~there~~,
~~is~~ very annoying
- 103 33. The ~~road~~ seems ~~long~~ and dreary ~~to~~ a
discouraged ~~man~~
- 86 34. The knowledge of ~~how~~ use fire is ~~one~~ of
~~the~~ important things known by ~~man~~ but
unknown ~~to~~ animals
- 112 35. ~~Many~~ want are often caused by ~~the~~
- 93 36. In order ~~to~~ clearly at ~~the~~ it is
~~to~~ artificial ~~to~~
- 96 37. One's ~~life~~ in life ~~depends~~ upon so ~~many~~ factors
~~that~~ it is not ~~easy~~ to state any single ~~fact~~
for ~~one's~~ failure
- 90 38. ~~There is~~ a rule one ~~has~~ association ~~with~~ friends
- 101 39. One can ~~not~~ do his ~~work~~ at one ~~time~~ while
~~the~~ of another
- 97 40. The future ~~is~~ of the stars and the facts of ~~the~~
history are ~~known~~ now once for all ~~to~~ I like
them ~~very~~ not

Completion Scale

the speed with which one thinks, as the quality.

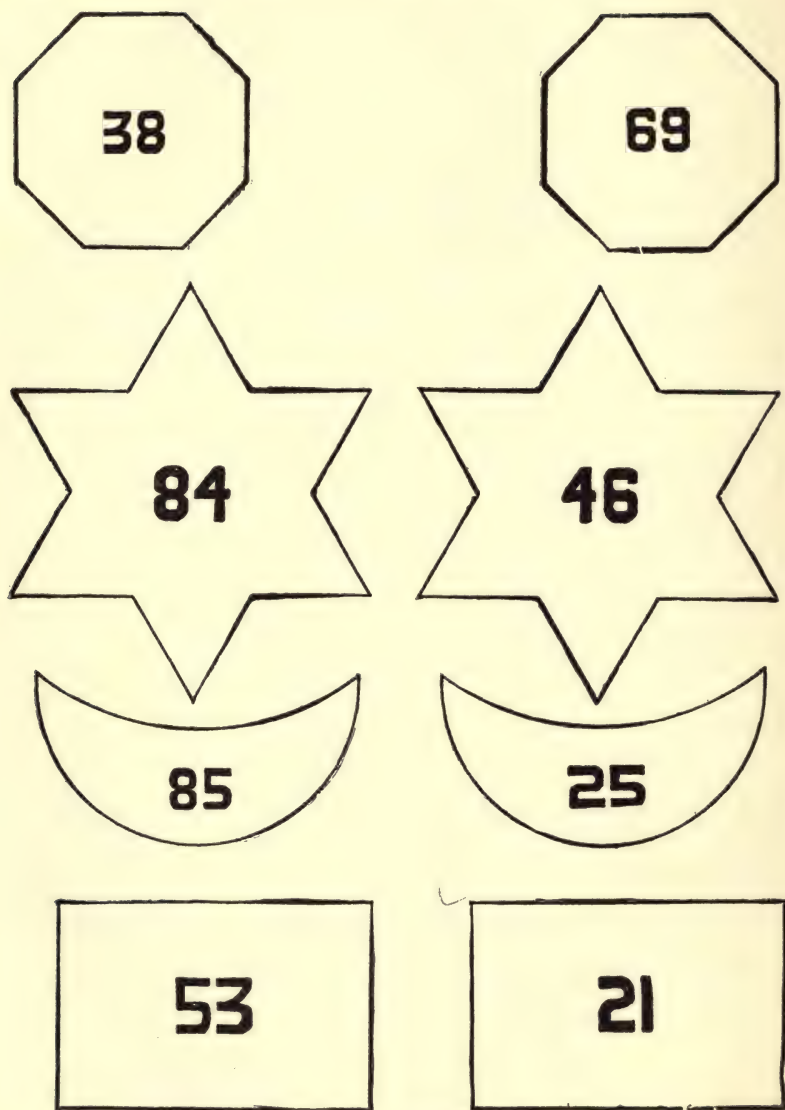


Figure 50. Judgment Test

The judgment test is designed to find out to what extent a subject's mind is influenced by suggestion. The designs of each pair are identical in size: the susceptible person selects the one with the greater number.

Pieces of pasteboard may be cut into squares, circles, triangles, halfmoons, stars, and other forms. (See Figure 51.) Upon each may be written such words as *hat*, *coat*, *ball*, or *bat*. The cards are then placed under a cloth cover and the subject to be examined is told to concentrate his attention on the shapes alone (paying no attention to the words); the cloth is lifted for five seconds and then replaced. The subject is then told to draw with a pencil the different shapes and such words as he may chance to remember. The experiment may then be repeated with the injunction to pay no attention to the shapes but to remember as many words as possible and write them down on such forms as he may happen to recall (form or word memory).

The real object of this experiment is to determine whether the subject will see more than he is told or whether he is a mere automaton. The result will tell whether his attention is of the narrow or broad type. If narrow, he will see, in the first case, only the forms and no words, and in the second, he will remember the words but be unable to recall the forms. He will say that you did not tell him to remember the words.

This test measures a subject's ability to pay attention to more than one thing at a time. Other things being equal, the narrow type of attention belongs to a man fitted for work as bookkeeper or mechanic, while the broad type of attention fits one for work as a foreman or superintendent, or, lacking executive ability, for work requiring the supervision of mechanical operations widely separated in space. The ordinary man sees but one thing at a time, while the exceptional man sees many things at every glance and is prepared to remember and act upon them in an emergency.

4. Trade Tests

We come finally to the trade test, the latest and the most generally accepted of all the employment methods. It is more

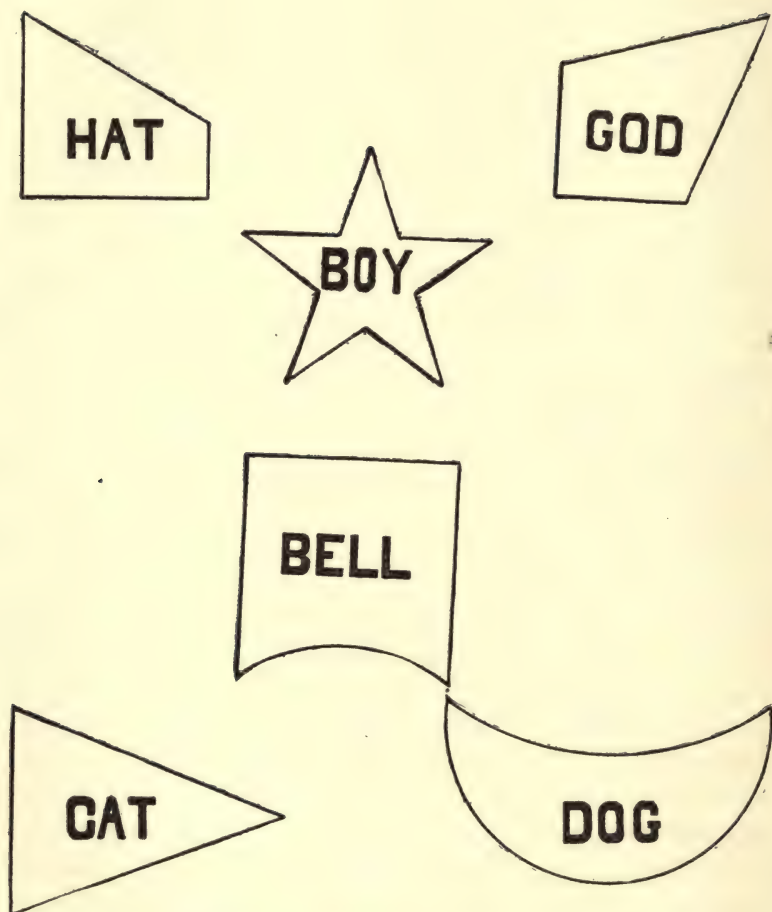


Figure 51. Attention and Initiative Test

When shown these cards for a few seconds, a person with a narrow type of attention will recall either the shapes of the cards, or the words. A person with the broad type will recall both forms and words.

utilitarian than any of the others, because they were more or less abstract—the trade test is concrete.

Trade tests are tried and proved expedients. As was said at the beginning of the chapter, in the days preceding "big business" when the workers to be hired were comparatively few and the jobs to be filled were not nearly so numerous, an applicant was usually given a tryout on the work he applied for, and was retained or rejected according as he succeeded or failed at it. So we learn that for years industry has in a tentative way been using various means of bringing out the amount and character of trade knowledge possessed by applicants.

However, the tests as planned were, and are, not all that could be desired. For instance, in testing a bookkeeper he is given data and told to make out a trial balance. The typist is given a letter and is told to copy it; if she does the sample well that determines her ability. A supposed salesman is asked to come in and give a sales talk. But the defect of these methods lies in the fact that no work is wholly like the sample which is chosen and submitted as a test. It remained for the Committee on Classification of Personnel of the United States Army to formulate for the first time definite trade tests.

The army tests consist of standardized questions, picture tests, and tests of actual performance. They are uniform in method and quick and easy of application. At the present the tendency of industry is to accept the general principles worked out in the army as readily applicable to its own problems.

Figure 52 shows one of the classic specimens of trade tests used in the army. Figure 53 shows an expert machinist's test, developed by William F. Kemble. This is, as yet, only on a trial basis and its usefulness remains to be proved. Theoretically, it should classify the men fit for superintendents

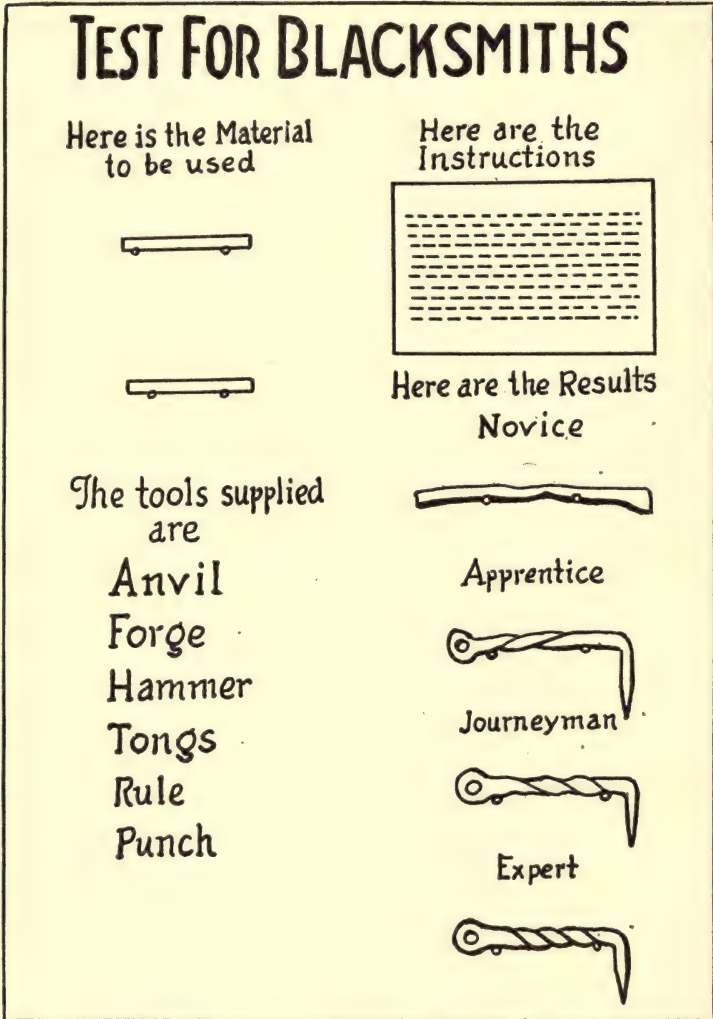


Figure 52. Chart of Blacksmith's Performance Test—United States Army
In order to weld the two pieces of iron and make this hook, the subject must know the essential operations of the trade.

or foremen, or for experimental work and efficiency and planning department work. Part of it should also be useful in finding the relative ability of the lower grade men, although great care should be used in not demanding too much of them. It should not even be submitted to men who cannot read drawings. The examiner should glance over the sheets, while the subject is marking them, and orally explain where the subject lacks comprehension.

Summary of Attitude of Employment Manager On These Tests

An employment man cannot afford to make a hobby of any one of these many methods. He should be familiar with them all and make himself as proficient in their use as he can. But it is important that the information given in the interview—if a clear and intelligent understanding of the applicant's qualification is to be had—together with all the facts concerning him that can be gleaned through investigation of his entire background, be taken into consideration. Education, training, previous environment, likes and dislikes, ability to make and hold friends, home life and hereditary influences, exercise such an influence on a person's life that no analysis or judgment can possibly tell a true story unless rounded and completed by these essential elements. The employment manager should supplement his work with observations, queries, and tests more than ever; but he should not place too much faith in any of them.

Regardless of systems and tests, it is probable that the seasoned interviewer of today, like the small boss or the foreman of the past, learns to choose men effectively chiefly by long experience. His experience gives him a sort of "second sight" and makes his "hunches" more nearly correct than was possible when he first began selecting. Selecting the right man for the right job must always remain to some extent

EXPERT MACHINIST'S TEST

The following questions are asked in order to find fitness for the very highest grade work, and also to find whether you could handle a foreman's job. You are not expected to answer anything you do not understand. All that is asked is for you to do the best you can.

1. Look over the drawings which are marked with dimensions. Then look over the shaded pictures which are supposed to represent different views of the same piece when finished. Do not be afraid to mark up these drawings and pictures. Mark with a circle any portions of the shaded drawings which show that the piece is not finished. Take a scale and measure the shaded pictures and compare with the dimensions shown on the drawings. Make a cross on the shaded pictures where the piece does not measure right, and also make an arrow point pointing to the figures on the figured drawing showing each dimension that has been made wrong in the finished piece.

Supposing that only one piece was to be made from these drawings, how would you answer the following questions? Tell what tools and machines would be used.

1. How would you make the hole marked *A*?
2. How would you make the slot marked *B*?
3. How would you make the slot marked *C*?
4. How would you make the pin marked *D*?
5. (Only those ambitious to be foremen need answer this and the last question.) What changes in process would you make from above answers, if the piece was to be made in 100,000 lots?
6. How would you plan work for the whole piece in 100,000 lots?

Figure 53. (a) Instructions Accompanying Expert Machinists' Test. (Sheet 1.)

a matter of "hunches." "You can tell," said one employment executive emphatically, when asked by what means he judged a man's character. And after all, the experienced man-selector, very often with the aid of tests, and of common sense always, probably "can tell" in a large majority of cases.

CHAPTER XII

IDENTIFICATION SYSTEMS

Function of an Identification System

One of the functions of a newly installed employment department is to formulate a system of identification if none exists, or to perfect any system that may already exist in part. A great deal of time is lost by employees in checking in and out, collecting pay in cases of mistaken identity, and in fraudulent impersonation through faulty systems of identification. The identification plan may be developed at the same time and in the same manner as the survey of departments for the purpose of making job analyses.

The first step in installing any such system is to obtain a complete list of the names of the employees from the payroll or directly from the various departments. This list should later be verified by the foremen of the departments. Next, the head foreman and the subforemen of each department should determine the probable maximum total of workers that might be employed in their department. Then definite sets of numbers should be assigned for each. (See Figure 54.)

In a departmentalized plant of any size, however, a more detailed system is needed for effective identification. Numerous systems are in use in various plants, but only those systems are described here which have proved in actual practice to be highly effective.

Colors and Numerals

The first system to be discussed is based upon the use of colors in conjunction with numerals to identify the dif-

GETTING EMPLOYEES

Department	Head Foreman	Subforemen	Numbers
Sheetmill.....	Strong	R. Wilkes, M. Rogers, C. Fish, Mat Sheffield, W. Marks, A. G. Thomas, G. M. Guild	1- 900
Anode-mill.....	Rogers	J. Shaw, M. Smythe, L. Herbert	901-1200
S. Tankroom.....	MacDonald	E. Colp, M. Gross, J. Brown, L. Ritter, R. Pomerski, K. Judd, E. Preston, C. King	1201-1900
Yard.....	Williams	L. Brolowski, F. Callahan, P. Jones, R. Pendelton, M. Stevens, A. G. Bejiman, L. Cowgill, P. Malinski, E. Davis	2000-3000
Smelter.....	Bagley	L. Kelly, P. Jamison, F. Markley	3001-3200
Nickel.....	Hartley	W. Kapler, W. Millstone, J. C. Copeland	3201-3600
Slimes.....	Rupert	M. Russell, L. Parks, J. A. Gordon, F. Barlowski	4000-4100
Power House.....	Conway	M. Gordon, W. H. Lafayette, G. Wilson	4101-4150
Brass Foundry.....	Winecrux	A. Sywalski, F. Herman, L. Evans...	4200-4600
Casting House A. D...	Evarts	E. Jermain, M. Davis, E. Purkey, F. Laird	5000-5300
Casting House B. C...	Bangs	G. Shaw, F. Hamilton, D. Tignor, F. Quigg, L. Sands, P. Murphy, T. Elkhart, M. Cross	6000-7000
M. Tankroom.....	Sherwood	F. Mays, Z. Wallis, F. Walton, T. Miller, J. Andrews, A. Berman	7001-7300
Electrical Dep't.....	Mangold	S. Thomas	8000-8300
Machine-shop.....	King	B. Coffee, S. Held, J. Rittenhouse, R. Booth, J. Kirby, P. Hunt, W. Milton	8301-8600
Bricklaying Dep't....	Fowler	L. Culbert, Geo. Hines, J. Willard	8601-8800
Carpenter Dep't.....	Peabody	G. Blake, F. Hyatt, A. Armour, J. Leroy, S. Windham, S. Morgan, R. Frank, M. Weaver	8801-9000
Construction.....	Peabody	V. Irving, C. Kippler, F. Moore, J. Lenahan, H. Summers	9000-9600

Figure 54. The Departmental Survey—The First Step in Installing an Identification System

This survey lists the names of departments, their respective head foremen, subforemen, and the numeral assigned to each.

The gaps in the numbering are omissions for the purpose of assigning them to future departments.

ferent departments. Where there are too many departments for the colors to go round, several departments may be grouped and the colors used for the identification of the groups. In a certain plant, for instance, there are seventeen departments. It is expedient to take those which are kindred in their work, and form them into seven groups, assigning a color to each group. (See Figure 55.) Red, blue, white, orange, brown, purple, and green buttons are used to distinguish respective groups, the number of each button indicating a particular department. Letters of the alphabet are used to designate the various head foremen. Each letter is printed on a tab, preferably of linen or canvas, attached to each button to indicate the head foreman under whom the wearer is working. (See Figure 56.)

Suppose each head foreman has under him a group of subforemen. To each of these subforemen a number will be assigned. If there are five subforemen the numbers will range from 1 to 5. The most important subforemen will be represented by 1, the next in order of importance by 2, and so on. The employment department furnishes the numbers and letters on buttons and tags for every workingman, to the various departments and head foremen. The head foremen distribute them to the subforemen, who in turn give them to their subordinates.

Briefly summarizing, the procedure is as follows: Each department has a definite set of numbers assigned to it. A number printed on a button indicates that the wearer of the button belongs to a certain department; the number also indicates the head foreman of the department. Each department (and sometimes a group of departments) has its distinctive color—the color of the button. Each head foreman has a letter, and each subforeman a number—the letter and number appearing on the tab attached to the button. The button and the tab serve to identify the department of each employee and

also the head foreman and subforeman under whom he works.

For example, suppose a man is seen wearing a blue button numbered between 6000 and 6400, say 6209, with a tab at-

Group	Departments	Numbers	Head Foremen	Letter	Subforemen
CASTING & ROLLING Color—Blue	Casting B. C.	6000-6400	Bangs	A	C. Shaw—A ₁ F. Hamilton—A ₂ D. Tignor—A ₃ F. Quigg—A ₄ L. Sands—A ₅ P. Murphy—A ₆ T. Elkhart—A ₇ M. Cross—A ₈
	Casting A. D.	5000-5300	Evarts	B	K. Jermain—B ₁ M. Davis—B ₂ E. Purkey—B ₃ F. Laird—B ₄
	Anode-mill	901-1200	Rogers	C	J. Shaw—C ₁ M. Smythe—C ₂ L. Herbert—C ₃
	Bricklaying	8601-8800	Fowler	D	L. Culbert—D ₁ G. Hines—D ₂ J. Willard—D ₃
	S. Tankroom	1201-1900	MacDonald	E	E. Colp—E ₁ M. Gross—E ₂ J. Brown—E ₃ L. Ritter—E ₄ R. Pomerski—E ₅ K. Judd—E ₆ E. Preston—E ₇ C. King—E ₈
	M. Tankroom	7000-7300	Sherwood	F	F. Mays—F ₁ Z. Wallis—F ₂ F. Walton—F ₃ T. Miller—F ₄ J. Andrews—F ₅ A. Berman—F ₆
	Power House	4101-4150	Conway	G	M. Gordon—G ₁ W. H. Lafayette—G ₂ G. Wilson—G ₃
REFINING Color—Red					

Figure 55. Identification System

In this system the groups are distinguished by colors, the

tached bearing the Symbol A₁; these symbols would be interpreted as follows: The blue button would indicate that the person wearing it belonged to the casting and rolling group; the number, to department casting house BC; that his head foreman was Mr. Bangs, and his subforeman Mr. Shaw—the first subforeman under Mr. Bangs.

Suppose again that a man is seen with a blue button, bear-

ing the number 6253, with a tab marked A2. The tab and button together signify that he is of the casting and rolling group, department casting house BC; that his head foreman

Group	Departments	Numbers	Head Foremen	Letter	Subforemen
CONSTRUCTION Color—White	Carpenter	8801-9000	Peabody	H	G. Blake—H1 F. Hyatt—H2 A. Armour—H3 J. Leroy—H4 S. Windham—H5 S. Morgan—H6 R. Frank—H7 M. Weaver—H8
	Construction	9000-9600	Peabody	J	V. Irving—J1 C. Kippler—J2 F. Moore—J3 J. Lenahan—J4 H. Summers—J5
BY-PRODUCTS Color—Brown	Slimes	4000-4100	Rupert	K	M. Russell—K1 L. Parks—K2 J. Gordon—K3 F. Barlowski—K4
	Smelter	3001-3200	Bagley	L	L. Kelly—L1 P. Jamison—L2 E. Markley—L3
	Nickel	3201-3600	Hartley	M	W. Kapler—M1 W. Millstone—M2 J. C. Copeland—M3
MANUFACTURING Color—Orange	Sheetmill	1- 900	Strong	N	R. Wilkes—N1 M. Rogers—N2 C. Fish—N3 M. Sheffield—N4 W. Marks—N5 A. G. Thomas—N6 G. H. Guild—N7
	Brass Foundry	4200-4600	Winecrux	O	A. Sywalski—O1 F. Herman—O2 L. Evans—O3

Using Colors, Letters, and Numerals

foremen by letters of the alphabet, and subforemen by numerals.

is Mr. Bangs, and his immediate superior Mr. Hamilton—the second subforeman under Mr. Bangs.

Colors, Numerals, and Location of Department to Pay Windows and Exit

According to another system a survey of the department is first made as described above; but instead of dividing and

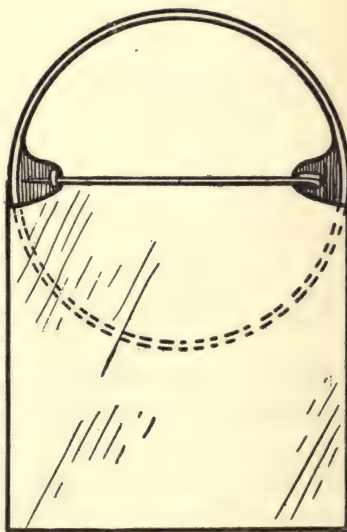
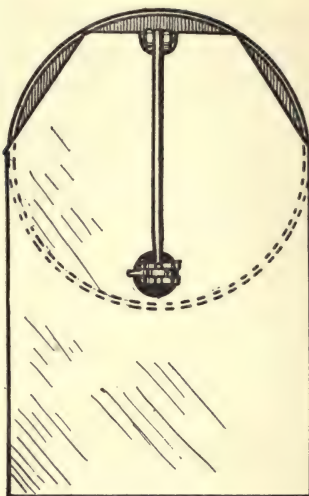


Figure 56. Sample of Buttons and Tabs Used in Identification System Portrayed in Figures 55 and 57

assigning as before, after an investigation of the number of men at work and the maximum that might be hired, the numbers are divided and assigned to each head foreman as the head of a group and then subdivided according to the needs of each subforeman of any particular group.

The numbers are allotted in accordance with the accessibility of a department to the clock, exit, and pay office. Numbers ranging from 1 to 100 are nearest the clock, exit, and pay office; 200 to 300 are nearer than 500 or 600, and so on. This scheme enables the plant to be emptied in less than half the time. It prevents the men from abandoning their work long before the whistle sounds in order to get down to the clock in reasonable time. When one of the 500 group is at the clock, one of the 100 group is on his way out. On pay-day, likewise, there is no congestion at the window, because the men are obliged to take their turn according to number.

In distributing the numbers, the variety of the work must be taken into consideration; and certain contingencies, such as the formation of a new department, must be provided against. Numbers 1 to 775, for instance, may be allotted to the day force, and 776 to 1000 to the night force. A man wearing a button with a number between 776 and 1000 is then immediately recognized as being a night worker.

This division of numbers permits the use of the same series of colors for day and for night, the numbers alone distinguishing the night from the day force. Thus there are sufficient colors to use for separate departments without being obliged to group the departments. The colors may be carried by the tabs, attached to the buttons, instead of constituting the background of the button itself. One of the objects of the detachable tab is to avoid making out transfer slips if a man is loaned by one foreman to another for a day or two.

Under this system when a man is temporarily transferred to assist in another department, he is given the button with one of the numbers assigned to his foreman. He then detaches the old tab, and substitutes for it the new one that is furnished to him by the foreman to whom he is loaned. If he remains for an indefinite period, or if the change seems likely to become permanent, this button is also changed and another, with one of the numbers of the new foreman, is substituted. Otherwise he wears the tab of the man to whom he was loaned for the period during which he is under his supervision.

As an illustration, suppose a man wears a button numbered 18 with a brown tab attached. It signifies that he is under L. Webster, in the tool crib. (See Figure 57.) If he wears a button with a number between 25 and 200 with a blue tab, he belongs to R. Miller, who is head foreman of the crank shaft department. First the color indicated it, and then the number, by this system of double identification. If a man wears a button numbered with a blue tab marked B2, he is from the crank shaft department, his head foreman is R. Miller, and subforeman, H. Baker.

If a man wears a button with a number between 201 and 300, with yellow tab attached marked C, he is under head foreman Mr. Hennigan of the piston rod and connecting rod department.

If a man wears a button numbered 215, with a yellow tab marked C attached, he is under the direct supervision of the head foreman, who in addition to supervising the department and the subforeman, has a few men working directly under him. In this case the head foreman acts also as a subforeman.

If a man wears a button numbered 291 with a yellow tab marked C3 attached, it means that he is working in the connecting and piston rod department, that his head foreman is Mr. Hennigan, and his immediate superior, subforeman Kemery.

Color	Letter	Head Foreman	Numbers Inclusive	Subforemen	Letter	Numbers Inclusive
Brown	A	L. Webster	1-24		A	1-24
Blue..	B	R. Miller	25-200	C. Demsen E. Baker H. Praater C. Fegly E. Stabley C. Beck C. Darling J. Hall	B1 B2 B3 B4 B5 B6 B7 B8	26-45 46-70 71-85 86-110 111-145 146-165 166-185 186-200 (Power House)
Yellow	C	F. Hennigan	201-300	Hennigan C. Ebner J. Fox C. Kemery	C C1 C2 C3	201-225 226-255 256-286 287-300
Red...	D	G. Burkhardt	301-380	G. Burkhardt C. Crawford H. Edler	D D1 D2	301-340 341-360 361-380
White.	H	J. Passanault	381-400	Passanault	H	381-400
Green.	E	J. O'Connor	401-600	J. O'Connor C. Yearick D. Donachy H. Clark W. Grimes R. Vanderbilt	E1 E2 E3 E4 E5 E6	401-435 436-480 481-510 511-545 546-575 576-600
Blue..	B*	R. Miller	601-635	R. Burns	B9	601-635
Blue..	B*	R. Miller	636-650	Stutzman	B10	636-650
Pink..	G	J. Strehle	651-675	Strehle	G	651-675
None.		F. Bender	676-690	E. Herrick		676-690
Black.	K	O. Lehman	691-725	O. Lehman	K	691-725
White.	O	H. Yount	726-750	H. Yount	O	726-750
None.		Miscellaneous	751-775	Miscellaneous		751-775
			NIGHT FORCE			
Yellow	L	W. Younkin	776-810	W. Younkin	L	776-810
Yellow	M	F. Shoak	811-845	F. Shoak	M	811-845
Blue..	P	F. O'Donnell	846-880	F. O'Donnell	P	846-880
Brown		P. Diffenbaugh	881-895	P. Diffenbaugh	Q	881-895
Blue..	R	M. Goldy	896-935	M. Goldy	R	896-935
Blue..	S	C. Hess	936-950	C. Hess	S	936-950
Blue..	V	H. Fisher	951-960	H. Fisher	V	951-960
Green.	X	G. Kane	961-980	G. Kane	X	961-980
Blue..	Z	H. Schreiber	981-1000	H. Schreiber	Z	981-1000
			FOUNDRY			
Purple	T	L. Reinhard	1001-1400	H. Cephart R. Caselbery F. Krantz R. Reis	T1 T2 T3 T4	1001-1150 1151-1250 1251-1350 1351-1400
None.		Government				1401-1500
None.		Guards				1501-1550

*These, while under the foreman head, R. Miller in this section, are also under him in another section. Therefore letter B for both sections.

Figure 57. Identification System Using Colors, Numerals, and Location of Department with Respect to Pay Windows and Exits

In this system the numbers are divided and assigned to each head foreman as the head of the group and then subdivided according to the needs of the subforemen.

There are many variations possible. For example, if a man wears a button numbered 520, with a blue tab B6, Mr. O'Connor is his head foreman in the cylinder assembly department, his subforeman is Mr. Clark, and he has been loaned to head foreman R. Miller of the crank shaft department. For the time being he is directly under the supervision of C. Beck, a subforeman in that department.

A man working in the daytime, with a button marked 885 and a brown tab A, is in his own department, but belongs to the night shift.

The key of the identification system of buttons, numbers, tabs, letters, and the like, is furnished to executives and foremen who can readily learn it by heart. It may be printed on a triple folding card that will fit easily into the pocket, or on paper that can be pasted into the memorandum book which foremen usually carry.

Each man's number is the same on the clock card and his button. Care must be taken that buttons are turned in when the men quit, and not given to others until after pay-day, unless permanent transfers are made to another department, when the buttons are changed immediately and the pay department is notified.

A worker must wear his button in a conspicuous place, preferably on his cap or shirt, but never on the waistband of his trousers, because the button becomes scratched and the attached tab soiled by the worker's leaning against hard, or soiled objects.

Buttons and tabs should be highly pigmented, so that the colors are easily discernible and attractive to the eye. The numbers and letters should be large and distinctly outlined, and visible at a distance of 15 feet. Their arrangement and conspicuousness should enable one to place the worker by the combination of button, tab, color, number, and letter immediately and to identify him at once, either for the purpose

of remembering him for a meritorious act, or the violation of a rule.

The system thus identifies the exact department and location to which a man properly belongs, and prevents aimless wandering about the works without authority. To executives and head foremen, and to other men, such as truckers and stock-tracers whose work takes them all over the plant, a button marked "entire plant" is issued.

Colors, Numerals, and Code System Checking Shift, Day, and Month

A third plan is particularly suited to a plant in which some secret process must be guarded or which undesirable outsiders are likely to attempt to enter.

Suppose there are fifteen departments in the plant. A definite set of numbers is assigned to each department. These numbers are shown on buttons or badges, and indicate the department to which the wearer belongs. The system is linked to the time and pay-roll records through the use of a brass check for registering the arrival and leaving of employees. The number on the brass check corresponds with that on the employee's badge, the checks being kept on racks made for the purpose. The checks are given out to the men upon arrival in the morning and are taken up at quitting time. A glance at the racks enables the timekeeper to tell who is absent at the time the inspection is made.

The most important item in this system of identification is the pasteboard tab. The tab is made attachable to the button. Unlike the button itself, the tab is attached only during working hours, being taken away and given out at the same time as the brass timekeeping check.

The plan under which the tabs are operated, though somewhat complex, is readily adaptable and effective. The arrange-

ment of the tabs changes monthly and is kept secret, so as to leave the employees ignorant of the day-to-day symbol, which is really a pass word or "countersign" made up of letter and word combinations appearing on the tabs. (See Figure



Figure 58. Illustration of Button Used in Identification System Employing Colors, Numerals, and Code System Checking Shift, Day and Month

chosen for that month. Both letter and code word refer to the day of the month. The three shifts are denominated by different colors, which also change from day to day.

Personal identity cannot be mistaken with such an exhaustively constructed system of identification. Suppose, for example, a man's tab is red, with the letter "D" and the code word "Butler." His presence in the plant is regular if it is March 4 between the hours of 5 P.M. and 12 midnight, which is the second shift.

58). The twenty-six letters of the alphabet and twelve lists of twenty-six names, taken from posters of statesmen, battleships, states, etc., with the color of the tab, comprise an interchangeable code source. The month-by-month grouping of tab symbols must be laid out in advance, printed on the tabs for several months ahead, and filed away so that no information as to their interpretation escapes.

Figure 59 shows the provision made for daily distribution of the tabs, prearranged according to the letters of the alphabet, and code words

MONTH OF MARCH

Day	Letter	Shifts	Color	Code Word
1.....	A	1	Red	Grant
		2	Green	
		3	Blue	
2.....	B	1	Blue	Sherman
		2	White	
		3	Yellow	
3.....	C	1	Brown	Foch
		2	Green	
		3	Red	
4.....	D	1	White	Butler
		2	Red	
		3	Green	
5.....	E	1	Red	Lee
		2	White	
		3	Yellow	
6.....	F	1	Blue	Joffre
		2	Red	
		3	Yellow	
7.....	G	1	Green	Sheridan
		2	Red	
		3	Yellow	
8.....	H	1	Blue	Pershing
		2	Brown	
		3	White	
9.....	I	1	Red	Diaz
		2	Blue	
		3	White	

Figure 59. Table Showing Provision Made in Identification System Illustrated in Figure 58 for Daily Distribution of Tabs, According to Letters and Code Words, for One Month

Numerals Corresponding with Tool Checks

The outstanding feature of the system next to be explained, is the connection between the identification badge and any tool checks that may be issued to a worker. It prevents the issuance of tools and the payment of wages to the wrong person. No workman can get his pay until every tool in his possession is returned to the company's keeping. This is true, ordinarily, only when a man is leaving permanently; but in some companies a tool clearance must be shown at every pay-day because of the extraordinary value of the tools used.

Badge numbers are allotted serially among the departments or divisions in the plant. The button used permits the insert to be changed at will. The pasteboard or celluloid insert shows the number that is assigned to the employee. At the same time the employee is given ten tool checks on a key, each check bearing the same number. This number is identical with that appearing on the employee's badge. These checks he uses in drawing tools from the tool crib. He hands in a check and receives a tool. The check is held by the man in charge of the crib until that tool is returned. The employee must show all the ten checks to the paymaster (to prove he has returned all the tools borrowed) before he can draw his pay. In addition to this, the number on the tool checks agreeing with the number on the man's badge, proves to the paymaster that the employee is the person he represents himself to be. As a further precaution against paying off until tool clearance has been completed, the tool crib clerks on pay-day telephone to the paymaster the numbers of the checks on hand. This information is used in marking the corresponding pay-envelope, "hold for tool clearance." The employee in that event must return the tools to the crib, get his checks back and again report to the paymaster with a full set of tool checks before his pay is released. As a final precaution, the paymaster has available the signature of all employees, taken

at the time of employment, which he uses for comparison with the signature on the pay-roll if he is inclined to doubt the identity of any workman.

Numerals, Photographs, Photographic Code Backgrounds, and Thumb Prints

This system is as nearly "fool-proof" as can be devised. It is particularly suited to a very large plant, which requires an elaborate and detailed identification system.

To explain this system clearly, it is necessary to detail the successive stages through which a new employee must pass. Suppose the employment and medical departments, located at the gate, perform their offices on behalf of the applicant before he is ready to receive the insignia of a full-fledged employee. After the applicant has successfully passed the requirements of both examinations, he is assigned two numbers—one his employment or serial number, the other his identification as a member of a particular department.

He is then given a temporary button, with removable back which permits the insertion of the numbers assigned. With this button the applicant is able to enter the grounds and proceed to the identification office without molestation. When he is received at the identification office, a temporary pass (see Figure 60) is made out in his favor, upon which the two numbers shown on his button are written; the smaller portion of the pass being separated at the perforation and retained by the issuing clerk for comparison when he returns later for his permanent button. The applicant then presents his card at a photograph room and his picture is taken. The photographer poses him seated, with his hat on (front view, head and shoulders), using as a background a figured design, representative of the section in which he is to work. (See Figure 60.) Each of the numbers shown on the button and pass is made up and inserted on a cardboard sign, which is



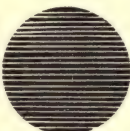
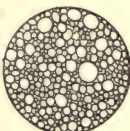
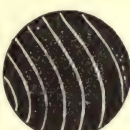







SECTION 1	SECTION 2	SECTION 3	SECTION 4	SECTION 5
				
				
TEMPORARY PASS Serial No. 29-402 Date Expires 1934 Name, Pete Kalinsky Race, Pol. Age, 36. Color of Hair, Brk. Height, 5'-9" Check No. 14200 Not good after June 15, 1934 THIS PASS MUST BE RETURNED	TEMPORARY PASS STANDARD FILE CO. NEWTON Serial No. 99400 June 19 1934 Name, Pete Kalinsky Race, Pol. Age, 36. Color of Hair, Brk. Height, 5'-9" Check No. 14200 Not good after June 15, 1934 THIS PASS MUST BE RETURNED	IDENTIFICATION CARD NAME, Pete Kalinsky COLOR OF HAIR, Brk. COLOR OF EYES, Light Brown OCCUPATION, Engineer DATE OF EMPLOYMENT, June 10, 1934 DATE OF PHOTOGRAPH, June 1934 SERIAL NO. 99400 SIGNATURE AND FINGER PRINTS OF RIGHT HAND ON BACK OF CARD	  Pete Kalinsky	

Figure 60. Illustration of Identification System Using Numeral, Photograph, Photographic Code, Background, and Thumb Print

photographed with the applicant. The department numbers appear in large figures directly over the smaller figures, which indicate the workman's employment or serial number.

Next, the applicant again presents himself to the issuing clerk, who makes up in triplicate an identification card as a permanent record for the files of the identification office, paymaster, and employment office. The applicant's finger-prints and signature are taken on the back of the card, the front being filled with the photo and other details of description.

If the man is ready to go to work immediately, and if the permanent photographic button cannot be issued for a few days, he retains the temporary badge and pass—the badge admitting him to his department, and the pass being used as his entree into the plant each day. During this period he surrenders the temporary badge each night at the gate. He gives up the pass at the identification office when he receives the permanent photographic badge.

The above described method of allotting numbers assumes that the plant is divided into 5 sections and that each section is distinguished by the figurative background used in photographing applicants. The employment office numbering plan gives to each section a set of numbers sufficiently extensive to cover the maximum employees that might be required. To the several departments of each section is assigned a proportionate series of numbers with symbols to correspond. (See Figure 61.)

The employment or serial numbers aforementioned are individually assigned and are perpetual indexes to each person. They range from 1 to 99,999 starting over with A1 to A99,999 to avoid extending the digits into six figures. Unlike the serial numbers, department numbers change with the employee's status. Once assigned, the employment serial number is never given to any other man, but always remains attached to the name linked with it originally, whether the person is

transferred, laid off, or quits, and subsequently is reinstated or re-employed.

As an example of how this works out, we shall suppose that a man is seen wearing a button having a background

Section	Dept.	Asst. Supts.	Numbers	Sub Depts.	Head Foremen
No. 1 Supt. James Dixon	A	H. Dyer	1 to 1000	A1— 1 to 200	J. Blane
				A2— 201 " 400	B. Drill
				A3— 401 " 750	L. Marks
				A4— 751 " 1000	F. Hetmuller
Nos. 1 to 4500	B	F. Beall	1001 to 2500	B1—1001 " 1500	Q. Quinn
				B2—1501 " 1900	L. Garner
				B3—1901 " 2500	S. Rust
	C	H. Clay	2501 to 3600	C1—2501 " 2750	M. Hirsh
				C2—2751 " 3200	F. Sower
				C3—3201 " 3600	S. Curran
No. 2	D	B. Cameron	3601 to 4500	D1—3601 " 3900	L. Swann
				D2—3901 " 4300	M. Evans
				D3—4301 " 4500	L. Long
	E	L. Miller	4501 to 5000	E1—4501 " 4700	M. Sherb
				E2—4701 " 4800	L. Levy
				E3—4801 " 4900	B. Durham
				E4—4901 " 5000	W. McMillan
Supt. E. J. Jackson	F	F. Bishop	5001 to 7000	F1—5001 " 5400	P. R. May
				F2—5401 " 5800	L. Bates
				F3—5801 " 6000	R. Riley
				F4—6001 " 6600	F. Young
Nos. 4501 to 10000	G	R. Wallmar	7001 to 8500	F5—6601 " 7000	S. Simmons
				G1—7001 " 7300	R. Suwall
				G2—7301 " 7500	S. Luber
				G3—7501 " 8000	S. Martin
	H	J. McCormack	8501 to 10000	G4—8001 " 8500	R. Speer
				H1—8501 " 8800	H. Dixon
				H2—8801 " 9300	G. Gluck
				H3—9301 " 9700	V. Vollmer
				H4—9701 " 10000	P. Roth

Figure 61. Table Showing Assignment of Numerals in Identification System Illustrated in Figure 60.

To the several departments of each section is assigned a proportionate series of numbers with symbols to correspond.

No. 2, checkerboard, number $\frac{7685}{56784}$. The background would

indicate that he belongs in section No. 2; that he is a member of Department G, group No. 3; that the superintendent of the section is E. J. Jackson; the assistant superintendent, R. Wallmar, and his head foreman, S. Martin. (See Figure 61.) The number in smaller figures underneath refers to his per-

sonal number which is never changed, as previously explained; and the photo is first-hand evidence of his identity.

Numerals and Distinctive Contours

Numbers may not be discernible at a distance, and colors may be somewhat confusing under variations of light; but shapes and contours cannot easily be mistaken. Metal badges of different shapes may thus serve admirably as identifications of groups or departments. (See Figure 62.)

Under this system each person is given a brass check corresponding in shape and number with the badge. The presentation of the check at the request of the timekeeper, tool crib clerk, or paymaster on pay-day, immediately establishes the identity and department of the worker.

This system is particularly applicable to the needs of a concern around whose plant several contracting firms may be employing men.

For example: A plant has a hauling job to be done. The contracting firm that engages to do the hauling furnishes its own men. These men must enter the plant, but they are not part of the organization, and are not paid there. Therefore, the identification system just described is useful to prevent mistakes and fraudulent representation.

Numerals and Visible Signatures

Personal signatures may be utilized as a means of identification. Such a plan involves the use of a badge with a removable back. Paper disk inserts are used, upon which the names of departments are printed, with a blank line next below for the signature of the employee. The bottom space is utilized for the stamping of the number, by means of a numbering machine or rubber stamp. (See Figure 63.)

The scheme outlined above is economical both of material and time; the badges are interchangeable on short notice and

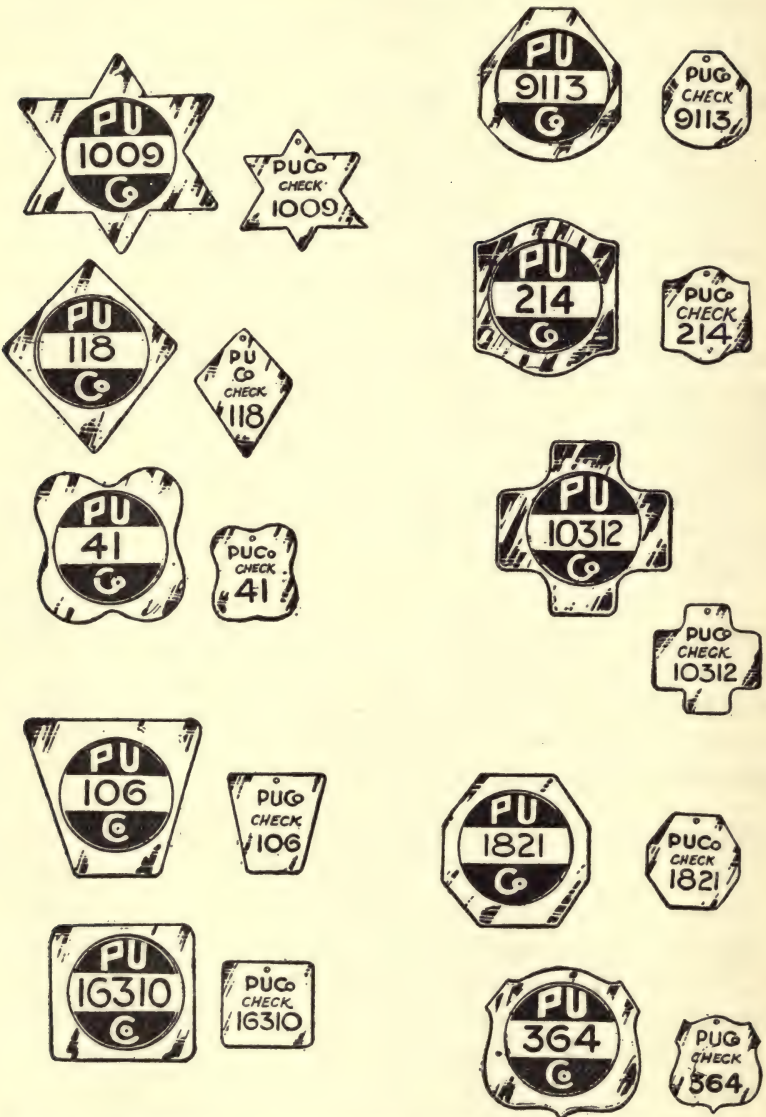


Figure 62. Illustration of Identification System Employing Numerals and Distinctive Contours of Badges

Each Group or Department is Identified by a Different Shaped Badge and Corresponding Check.

it takes but a few moments to complete the record on the face of the insert. With the signature always visible for comparison, no time is lost at the pay window or tool crib in recognizing the employee.

Colors, Numerals, and Different Sized Badges of Varied Metals

This is known as the badge system and is used for identifying the executives, office people, foremen, and other employees.

The badge system comprises five different types of badges: viz., a solid gold and enamel badge for the executives and distinctive badges for office department heads, office employees, foremen, and workmen.

Each of these badges is of a different size and color scheme, and each one carries with it definite privileges and limitations as to entering and leaving the plant. An executive badge entitles an officer to enter the plant at all times, including Sundays, holidays, and nights. The office department head badge entitles the wearer to enter all departments of the factory and to admission to the general office building after working hours on regular days. An office badge entitles an office employee to enter the various departments of the factory during working hours. A foreman badge entitles the wearer to admission to the plant and also to the use of the elevators. A workman badge, which shows both department and number, merely entitles the holder to admission to the factory at his regular working hours.

Promptly at the time work begins in the morning, and at the end of the lunch period, the gates are closed. No man



Figure 63. Illustration of Button Used in Identification System Using Numerals and Visible Signature

is allowed to enter prior to this who has not shown his employee badge. If a factory employee arrives after time, he hands his badge to the watchman, who in turn sends it to the time office to be checked against the reading of the time clock. It is then delivered to the foreman, who returns it to the workman. This gives an accurate double check on every late employee. In case of overtime, the entrance watchman knows the departments that are working and the badge that belongs to that department.

The system just described is invaluable as a time-saver, and as a double check on the handling of the pay-roll. Through its use, moreover, the elevator operators know who is entitled to use the elevators.

Numerals Corresponding to Sales Record—Suitable for Use in Stores

The store and office present conditions very different from those of the shop and factory. Store and office employees are usually well grouped in small units, and pass a good portion of the day in one place, so that the unit head, who knows all his people, can easily detect the presence of outsiders and note the absence of his own without the aid of badge or button. One large department store applies the principles of employee identification, however, and makes it a part of the timekeeping work and sales record.

Each employee carries a metal disc bearing the number assigned to him. These numbers are ingeniously arranged to indicate the department in which the employee works as well as his numerical order in that department. (See Figure 64.) For instance, the first figure of any number on a disc containing either two or three digits, the first two figures of any number with four digits, and the first three figures of any number containing five digits would constitute the department number, the last one or two figures showing the numerical

order of the person in the department. This latter figure is never more than two digits, anything over 99 being indicated by the addition of the letter a, over 199 by the letter b, over 299 by the letter c, and so on.

At the various entrances of the establishment, a number of upright tubes with slot openings in the top, are arranged, each with a capacity of 100 discs and plainly marked to show its numerical content.

Disc	Department	Employee's Order
300a.....	3	100
1521.....	15	21
700b.....	7	200
172.....	1	72
19623.....	196	23
1600c.....	16	300
4569b.....	45	269
387a.....	3	187
1561c.....	15	361
732.....	7	32
511d.....	5	411
1936.....	19	36
427.....	74	27

Figure 64. Table Showing Identification System Suitable for Use in Store. Under this system the numbers on the worker's disc are so arranged as to indicate both his department and his numerical order in that department.

The employee, upon arrival, deposits the disc in its tube, and goes directly to the locker room for change from street to working clothes. From the locker room he goes to his department and signs an attendance sheet, marking on it the time of his arrival at the department. The tubes are collected at 8:45, and the attendance sheets at 8:50, the timekeeper making out a "comparison" sheet from discs and attendance sheets, by means of which the pay-roll is prepared.

The attendance sheet signed by the employees, serves to prevent one employee "checking in" for another falsely, and

encourages the people to go to their respective departments ten minutes before work begins to get things under way for the day. The numbers, ingenious in themselves, are used by sales clerks in entering sales orders and making out sales slips, and fit neatly into the daily routine, always giving exact reference to the person making the sale.

Signature Slips and Photographic Records

Banking houses and offices of insurance companies rarely use what might be termed an identification system among their employees. The groups or units are so small and closely supervised that identification measures are not a necessary part of personnel work. Specimen signature slips are, however, sometimes required. (See Figure 65.)

Photographic records of employees (front and side view) are taken in some instances, not so much for identification as a matter of convenience to executives when discussing personnel records. Instead of calling the employee away from his work, the files of the employment office are consulted for his photograph, which usually serves the purpose just as well.

The Badge or Button

In practically every system of identification, the badge or button plays an important part. The better the button in quality and appearance, the better it is for the purpose, because it is more highly prized. For buttons lost, a fee of 25 cents to \$1 may be charged and deducted from a man's pay. In one plant, the cost was as high as \$5, but this was out of proportion to its value. No final pay should be given in full until the button is returned. When a button is lost a blank cardboard button should be furnished in its place until a duplicate is made. The latter should be marked "duplicate" and should be recorded.

•

<p>THE AMERICAN BANK</p> <p>SPECIMEN SIGNATURE (EMPLOYEE)</p> <p>_____</p> <p>_____ 19</p>
<p>THE AMERICAN BANK</p> <p>SPECIMEN SIGNATURE (EMPLOYEE)</p> <p>_____</p> <p>_____ 19</p>
<p>_____</p> <p>SPECIMEN SIGNATURE OF :</p> <p>_____</p> <p>_____ 19</p> <p>_____ EMPLOYMENT DIRECTOR</p>

Figure 65. Specimens of Signature Slips Used in Identification of Employees. (Size 5x2.)

As is usual in banking houses and insurance offices when identification systems are used, signature slips are required.

Avoiding Friction

It is often questioned whether the workers take kindly to a system of marking or identification, such as we have discussed. If the employment manager and the foremen take time to explain the reason for badges, the workmen are not likely to cavil at wearing them. When a man is put to work the badge system excites his interest and co-operation rather than his opposition. He cannot really feel that he is being "tagged" when his foreman and the higher shop executives

wear the same insignia. A dependable check on the identity of employees is absolutely necessary; the larger plants would be hopelessly confused in their records without some such expedient to keep track of so many men. A plan of this nature can be introduced quickly and without friction if care is taken to avoid offense in the process.

PART III
HOLDING EMPLOYEES

CHAPTER XIII

LABOR TURNOVER

A Fundamental Problem

Labor turnover is the employment manager's fundamental problem. The excessive cost of inefficient hiring and firing was, indeed, the germ of the employment manager idea. The possibilities of reducing cost by reducing the turnover have been definitely proved in recent years. Indeed, the results have been so excellent that a popular misconception has arisen in some quarters that all turnover is uncalled for, and that it is desirable to have no man leave a plant if it is possible in any way to retain him.

An Authoritative Statement

A. Mulhauser, Chairman of the Employment Managers' Committee, Atlantic Coast Shipbuilders' Association, writing in May, 1919, made an excellent summary of the problem in a pamphlet entitled "Principles of Labor Turnover." He wrote in part:

LABOR TURNOVER AND THE EMPLOYMENT MANAGER

Labor turnover indicates the change that occurs when an employee enters and leaves the firm. Part of the employment manager's important functions is to investigate the causes of labor turnover and to provide or recommend suitable remedies.

The prime purpose of studying labor turnover is to determine and increase the efficiency of the work force and the management of the plant. Therefore, labor turnover

can be called a "yard stick" by which we may measure the value of an employment manager.

It is generally supposed that labor turnover should always be reduced, if possible, that the effort in this direction should be constant, and that this task devolves primarily upon the employment manager. This view often places employment managers and foremen in a false position, causing some of them to lose heart. Reduction of labor turnover should not be carried so far that inefficiency and stagnation would result.

Occasionally the best interests of a department require decided changes in personnel. Under such conditions the employment manager and the foreman should show sufficient courage to *increase* the turnover as much as necessary in order to adjust the work force properly to the highest and best requirements of the department.

CAUSES OF LABOR TURNOVER

The following are some of the fundamental causes of labor turnover:

1. Wrong selection
2. Faulty supervision
3. Objectionable surroundings and working conditions
4. Fluctuating production
5. Poor attendance
6. Incomplete work force
7. Bad weather
8. Fatigue
9. Illness and accidents
10. Transportation
11. Housing
12. Hours
13. Wages
14. Lack of advancement
15. Unfair discharge

FACTORS OF LABOR TURNOVER

The proposition of labor turnover may be divided into three basic factors:

1. The unit of turnover
2. The cycle of turnover
3. The percentage of turnover

The *unit* of turnover is the individual employee.

The *cycle* of turnover begins when the employee is hired and ends when he terminates.

The *percentage* of turnover is the ratio of all completed cycles (or terminations) to the average number of employees on the pay-roll. (The analysis of terminations or separations can show "avoidable" and "unavoidable" causes. Transfers can be considered as departmental terminations. These can be noted separately on a chart but only the *total* of all terminations should appear in the standard formula.)

STANDARD FORMULA FOR LABOR TURNOVER

L = Total of completed cycles or terminations (number of employees who leave).

A = The average number on pay-roll.

T = The percentage of turnover.

$$\text{The ratio of } L: A = T; \text{ or } \frac{L}{A} = T; \text{ or } T = \frac{L}{A}$$

It is suggested that the turnover be computed weekly to coincide with the weekly pay-roll. The weekly turnover figure is multiplied by 52 to obtain the annual turnover.

This standard formula has stood the test against various theories, especially the "replacement" theory and the "attendance" theory.

ERROR OF THE REPLACEMENT THEORY

The replacement theory was discarded years ago when the best practice in labor accounting was being developed, although the term "labor turnover" had not been coined at that time.

Whenever advocated, the replacement theory is usually advanced either from the standpoint of production loss or labor loss, the view being that *replacement* is necessary for

continued production, or that replacement is the pivot point in "production labor" loss.

However, broad practical experience shows conclusively that replacement is not always essential to continued production. On the contrary, in continued production, cases frequently arise where new production methods or other changes in organization cause employees to be terminated, with the distinct proviso that no replacement should be made in such circumstances.

In fact, no sound, consistent, satisfactory explanation of the replacement theory has ever been put forth, although attempts to do so have been made from time to time.

FALLACY OF THE ATTENDANCE THEORY

The attendance theory also tends toward considerable confusion and misconception.

The attempted use of attendance figures instead of pay-roll figures, for the turnover ratio, is erroneous because:

1. Salaried employees, although absent, must be included in our labor cost accounting whenever they are paid during absence.

2. Part of the apparent loss of production attributed to absenteeism can be, and frequently is, made up by overtime work or other extra effort.

3. Where employees work in pools, the absence of one member does not affect the total cost or production when the work is absorbed by the other members of the pool, which is usually the case.

4. Frequently there is large attendance with low production due to unfavorable weather, or delay in transfer of material through various operations, or other causes. (Weather conditions also interfere with attempted calculations for any so-called "standard work force.")

PAY-ROLL FIGURES

The use of pay-roll figures should be based on the active pay-roll instead of the total pay-roll. When an employee terminates, his name should be dropped from the active pay-roll although his name might remain on the total pay-

roll for months or years, if he should fail to draw the balance of his wages.

Where two pay-roll lists are not used, the same results can be obtained by taking the total number of employees properly assigned to the force report, even though some of them may be absentees.

Such procedure would remove a possible obstacle that might otherwise prevent some firms from fully approving the use of pay-roll figures instead of attendance figures.

Misleading Figures

Most people who theorize on employment work try to figure the cost of hiring and firing a man—and they have estimated it all the way from \$20 to \$300. The average cost of hiring and firing a person as computed by the three best authorities—those carrying official weight in employment work—is approximately \$77, \$44, and \$60.

Such figures often tempt the employer to strive for a lower percentage of labor turnover than is consistent with the highest efficiency of his plant. From this tendency result the abuses mentioned by A. Mulhauser.

While it is generally advantageous, of course, to reduce the labor turnover so far as possible, there is such a thing as a desirable turnover. As a simple illustration, suppose a certain household requires ten servants to keep it running smoothly and properly. There is soon to be a special function, a wedding or a birthday celebration. Four additional servants are needed to clean the windows, prepare the silverware, rearrange the furniture, and perform work of the same sort. The guests have come and gone. The affair has been a success. The house has been rearranged and is again in normal condition. But because the owner, in the past, discovered that it cost, say \$50, to secure and release a servant, would he hesitate to release the extra four hired for a definite period and purpose because of that?

Perhaps two of the temporary servants are worth retaining; they have proved excellent and efficient employees, exactly the sort of persons as he may have been seeking for unsuccessfully. In that case he may replace two of his old employees with the two new servants, who are so desirable. Undoubtedly the proceeding would be profitable and prudent.

Should he be dominated, however, by figures rather than facts, he might say to himself: "I have fourteen people on my pay-roll, six of whom I shall dismiss; therefore my labor turnover will be approximately 43 per cent. According to my reckoning, my labor turnover is costing me tremendously." Figured thus, the labor turnover seems excessive. But in his case the change is a desirable one because the extra force of four is not needed, and the two replacements were in the interest of securing better workers.

Variations of Individual Turnover Cost

It is always dangerous to figure an average cost upon which to base the retention or discharge of any workman. Different departments with different machines and materials involve varying costs. Consequently, the individual turnover cost varies with different departments, and even in various divisions of a single department.

Figuring Accurate Costs

Figuring the real cost of labor turnover is a difficult problem requiring clear thinking as well as exact calculating. The tendency in the past has been too strongly toward taking everything pertaining to labor turnover and throwing it all into the same pot. As a result of this tendency, much confusion about the cost of labor turnover has existed. Estimates vary widely, depending upon the nature of the industry and

the ideas of those making the estimates.¹ The following brief summary by M. C. Hobart, which appeared in the *American Machinist* (May 16, 1918) and was later distributed by the Federal Board for Vocational Education, appeals to the author as the most concise and satisfactory summary extant.

Every time a man walks out of the factory, either by quitting or being discharged, it means a loss of at least \$40 to the company. Let us spend a few moments looking at the figures in the case.

Our help-wanted advertisements last year cost us 50 cents for each new man. The time of the employment department and the pay-roll clerk in hiring the man and entering his name on our records amounted to 75 cents for each man. The foreman's time spent with the new man in getting him properly started on his work and familiar with our methods takes, or should take if it is properly done, at the very least 10 minutes a day for a month, which means \$4.50, plus the time of some older workman who should be set to keep an eye on the new man and help him along, which means an additional dollar.

Next is the wear and tear on the machinery—an important item. As is shown by our machinery and tool repair account each month, a man does not have to smash many gears in the change gear box of a lathe, or break many \$60 hobs or \$30 cutters or do any of the other thousand and one things that a green man does, to make the cost of this wear and tear on machinery amount to an average of \$12 for each new man.

Then we have the loss of production owing to the new man not reaching the normal production rate in from three to six weeks. Deficiency reports show that this loss is a large one. For the first two or three days a new man is not likely to do more than half the usual amount of work; from this on he improves until at the end of a month he should reach the standard. If he loses many hours during the first few days he does not have to lose many in the

¹ "Turnover of Factory Labor," by S. H. Slichter, Appleton, 1919, will furnish a more detailed discussion of this subject.

following weeks to have lost 30 hours' time in production while he has been breaking in. And 30 hours means, with his wages and overhead, \$25.50.

And we are not through yet. The cost of work spoiled in the shop during the month of December was over \$600 and the cost of correcting mistakes was \$1,300, making a total of \$1,900 for the month.

Forty men were taken off the pay-roll and replaced by others during that month, and about the same number for November. This \$1,900 means \$48 apiece for each new man hired during December, and I think you will admit that much of the spoilage and mistakes are due to new men, although not entirely so. Suppose then that we divide this figure by four and call it \$12.

Now we come to the accidents and injuries, which are greater in number with new men than with older employees and for which \$3 is a conservative figure.

Somewhat related to the item of decreased production is the loss caused by maintaining more equipment than would be necessary were it not for this loss. On a basis of 10 per cent loss in production on each new man for the first month of his work, and an average of 80 new men a month for last year, this means that 22 per cent of our equipment is working only 90 per cent efficient, so far as time consumed on the work done by new men is concerned. The interest on this equipment at 10 per cent a year amounts to 50 cents for each new man hired.

Let us now see what we have:

For advertising	\$.50
For hiring and clerical work.....	.75
For instruction	5.50
For wear and tear on machinery and tools....	12.00
For loss of production.....	25.50
For spoiled work and mistakes.....	12.00
For accidents	3.00
For interest on extra equipment.....	.50

making a total of \$59.75 as the cost to place a new man at work, and this is a very conservative estimate in the light of studies that have been made in industrial plants throughout the country.

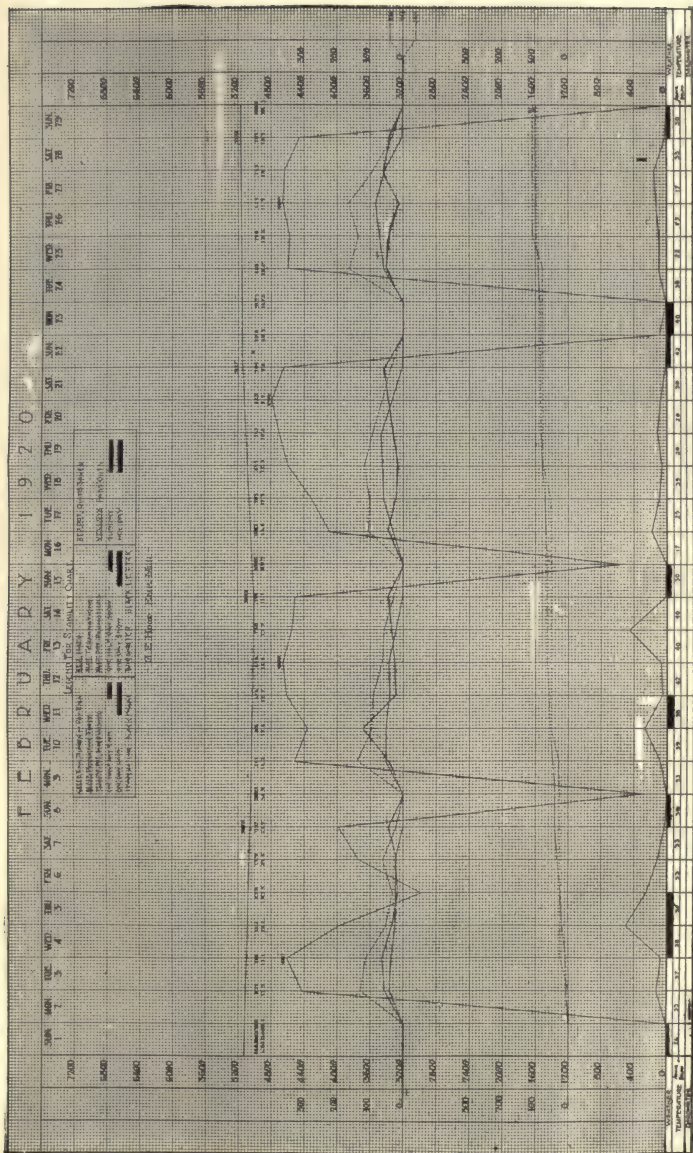


Figure 66. Working Force Report or Stability Chart

The stability chart is another form of the turnover report. It shows by comparative colored lines the working force reports for the month. (Chart drawn by M. E. Hood, Employment Manager, Merchants Shipbuilding Corporation Chester, Pa.)

Advantages of Chart for Showing Turnover

A word in regard to employment statistics. Dispensing with details and a mass of figures that consume time, the chart or graph recommends itself to the executive as the best way to picture employment conditions. Reports in this form are not difficult to make; they tell the whole story and are

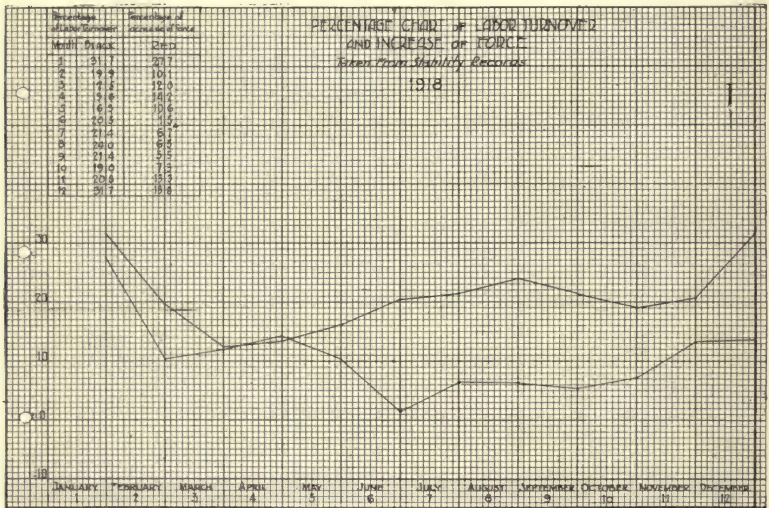


Figure 67. Percentage Charts from Stability Records

This percentage chart shows a comparison of the loss in working force with the gain in working force for the current year. The loss in force in percentage is represented on the chart in black line, and is known as the "labor turnover." The percentage of gain is in red and is called the "increase of force." These lines begin with the report for January and are added to, each month. The necessary information is secured from the turnover report. The percentages for each month are expressed in figures in the upper left-hand corner of the chart. The dates are placed at the bottom of the chart. The scale is 10 per cent to the inch block. The chart shows instantly whether there has been an increase or loss in the plant working force for the month for the current year.

quickly absorbed by the reader. The accompanying charts (Figures 66 and 67) are fair samples of a graphic record, and are self-explanatory.

Two scales are used—300 men to the block for the daily attendance and pay-roll, 100 men to the block for all other reports.

The pay-roll is indicated by a green line near the top of Figure 66. The figures used in plotting this line are secured from the paymaster and indicate the number of pay envelopes given to the yard men each Saturday. For that reason there is a regular gradation of line from one Saturday to the next. This line begins with the figures of the last pay-roll of the preceding month and ends with the last pay-roll of the current month. Scale 300 men to a block.

The figures from the black daily attendance line are secured from the daily labor reports. They include both the day and night forces. As its name implies, it fluctuates from day to day, taking a decided drop on Sundays. A comparison of this line with the pay-roll shows the approximate number of daily absentees. This comparison of a daily with a weekly record will not be exact.

The terminations are shown in blue, the entrances in red. These two lines begin with the record of the last day of the preceding month and are changed daily according to the number of men entered and terminated each day by the employment department. These lines usually follow each other quite closely—the terminations being greater at the end of the week, the entrances at the beginning.

CHAPTER XIV

TRAINING AND EDUCATIONAL SUPERVISION

Lack of Training Facilities

An employment manager in a plant manufacturing leather goods was one day walking through the "holster" department when he was startled by the fainting of a girl to whom the foreman had just been talking. After she had recovered, the employment manager asked her why she had fainted.

"I have not been able to keep up with the work today," she said, "because so many pieces are turned back by the inspector. You see I get a cent for each one of these that I sew on the machine, and can make \$3.50 to \$4 a day if the work goes through all right. But when I make a mistake or the work is not perfect, it takes me as long to fix the returned piece as it would to sew twenty new ones. I lose that much time and become worn out and discouraged."

"How long did it take you to learn the operation, and who taught you?" asked the employment manager.

"No one taught me, I was just told to watch the other girls for a couple of hours and then put on the machine to do the work," responded the girl.

Investigation shows that the average employee is not much more than 35 per cent efficient because of his lack of definite training. Rightly given, training enables a worker to attain maximum production and earn a maximum wage. More than this, workers trained for the requirements of their job by actually performing the work the job calls for, develop a spirit of loyalty and interest in their work that adds greatly to the general efficiency of the plant.

Shortage of Skilled Workers

The public schools, although well equipped to prepare young people for entrance to college, do not afford the training required for the varied types of work which make up modern industrial life. Their studies must be supplemented by apprenticeship courses or specialized training of some sort. Continued shortages of men in the highly skilled occupations and trades have repeatedly shown the necessity for more practical education and training—available not only to younger men, but to those who have grown to middle life without the chance to acquire training that would fit them for the better kinds of work.

A returned soldier was recently looking for work in New York. He was untrained in any specified work and he was not particular about the job, so long as it paid a living wage. Approaching a wholesale jeweler, he asked: "Have you a job that I could fill?" The employer inquired what he was able to do. Upon being informed, he shook his head regretfully, and then added: "But if you could do what I want done I would pay you \$2 an hour; I need a skilled worker in platinum." The soldier's job-hunting ended right there—he went up to Providence, a great jewelry center, to learn this well-paid trade.

The great army of casual workers in this country, estimated at upwards of 800,000 in 1914, made up of tramps and ne'er-do-wells, owes its origin and size mainly to two facts: the lack of vocational guidance and training available to youth, and the irresponsible attitude employers have taken in the past by neglecting to supply training and means of acquiring trade and occupational proficiency to those in their service.

Training the Worker

Management must interest itself in the supervised training of employees if industry is to utilize the ability of every

worker in the most effective way. Many employers have yet to learn the necessity of devoting appropriate effort to this important work. The employer sometimes says: "Yes, when I train them, they become more valuable to themselves and to the other fellow. Then they want more money." The employer who reasons thus fails to realize that if the trained worker is worth more money "to the other fellow," he is worth more to him also.

The average person can develop into a useful and sometimes creative unit by right guidance, instruction, and training; indeed, a well-founded system of training, conducted, assisted, and supervised by the management, is the only effective means of enabling the employee to render his best service. To establish such a system is the best solution for insufficient production. An experiment along this line in almost any factory will prove such a stimulus to output and to contentment among the workers, as to warrant a more complete development of the idea.

The difference in the efficiency of workers who have been trained by careful instruction, and those who have just learned "by looking on and doing likewise," is 50 per cent in favor of those instructed. Wrong working habits are often the result of not being shown. Witness the difference between the typist who has learned the touch system, using every finger with ease and deftness, and the typist who has learned by the "hunt-and-plunk" method, and spends most of the time keeping the fingers which are not in use from interfering with those that are.

Methods of Training

The chief methods of effective industrial training within a plant consist of apprenticeship schools, separate training departments, and the assignment of particular machines for training purposes. Co-operative training among plants, and

by night schools, lectures, correspondence schools, and libraries, are effective outside-of-the-plant methods.

The systems of instruction, and the training given, must vary in individual plants since requirements differ widely in practically every industry. In any plant, however, the following three initial steps will facilitate the installation of a well-ordered training system.

1. An instruction committee should be formed to study and verify the specifications and requirements of jobs that are to be taught. The committee should be composed of a superintendent of instruction, the employment manager, the shop superintendent, several foremen, and one or more efficient employees from each department.

2. This committee should determine the best method of analyzing the elements of each job, estimating the time required to learn the task, and the best method of performance.

3. Those workers already engaged on the jobs being analyzed may be encouraged to submit ideas.

The data compiled by this group should then be analyzed, verified, and finally reduced to "written standard practice instructions." From these, a systematized course of training specially designed to fit the needs of the particular plant may be put into operation.

Scope of Training

Training should be provided for both the new and the old employees, and for the older as well as the young man. Perhaps the most important phase of industrial training is that which appeals primarily to the young man—apprentice training—but the other phases should not be neglected.

Apprentice Training

No form of instruction is quite as effective as apprentice training. Industrial training is good for specialized opera-

tions, but it is not a complete nor an adequate means of developing the great number of skilled tradesmen that form the backbone of industry. A regularly established apprentice course in any industry or in co-operation with other agencies, or lines of work, is the most useful method of industrial education.

In such courses, the first consideration is to discover the aptitude of the applicant, for he is to spend several of the best years of his life in this endeavor. His natural aptitudes may be disclosed by referring to his school record, his previous employment, his parents' recommendations, and his own natural inclinations. This information may be supplemented by tests and trials. Shopwork and classroom instruction, either at the plant or in technical schools, give the apprentice both practice and theory in all branches. Although the pay for apprentices is usually nominal, a cash bonus is frequently offered, payable on the completion of the course; and such an offer stimulates interest and incites perseverance.

Special Training Systems

The most practical and satisfactory method of handling the training work is to establish a separate training department, under the direction of a superintendent of instruction. Where this is not practicable because of the size of machines or lack of floor space, certain machines throughout the plant may be set aside when not in operation on regular production, and used for instruction purposes.

Merging with Public Agencies

If the factory is not large enough or the character of the work does not offer sufficient opportunity for such training systems as have been mentioned, employers in the same industry and same locality might advantageously merge their efforts. They might, in this manner, conduct a co-operative

course of instruction in a public school or in a separate establishment, and thus provide a clearing-house for industrial training. Again, courses in public or private schools may be arranged to train the employees of a plant, either on company time or outside of working hours.

Training Old Employees

Training and industrial opportunities should be available to old employees as well as new. When it is announced that the company will provide the means for increasing an employee's skill along lines that appeal to his capabilities, a change is apparent in the man from whom want of training has cut off opportunity for advancement. Though handicapped by years, he is encouraged to find that the facilities are now at hand to realize the best of which he is capable. By thus upgrading employees, industrial training holds forth possibilities that promise returns of great value.

Americanization

The words "naturalization" and "Americanization" are not synonymous. Naturalization is merely the outward evidence of a man's inner loyalty to and belief in American ideals; and should follow—not precede—his adherence to the truth of these ideals and beliefs. A man can be forced to become naturalized, but he must be "sold" the idea of Americanism if he is to become a useful citizen, rather than a mere tool of unscrupulous politicians.

Thus the problem of Americanization, so real to American industry today, is a far more complex problem than that of getting the alien naturalized.

English for Foreigners

The first step in an effective program of Americanization must be to teach the foreigner our language. The completion

of this initial step not only starts him well on his way toward real citizenship, but makes him a far more efficient workman as well.

Instruction in English may be given at the plant, or in the public schools in co-operation with the local board of education. The average foreigner is not sufficiently interested to study English unless instruction is given on the company's time. In one plant, for instance, when foreigners failed to appear in the night classes, attempts were made to hold classes an hour before quitting time, once or twice a week. This also proved unsatisfactory because the men were tired and anxious to go home. To overcome this lack of interest, a bonus of 2 cents an hour was offered to those pursuing and finishing the entire night course. An additional bonus of 1 cent an hour was offered to those whose attendance record was perfect. It was also made known that those who successfully finished would be considered first for promotion and held longest in case of "layoffs."

Where the worker does not speak English and does not want to learn, it is assumed by some employers that his residence in this country is but temporary, and for that reason his permanency of employment is affected. This is not always true, however, because the worker may be of a clannish race and feel that the time spent in learning English is wasted, besides tending to estrange him from his associates.

There will usually be found among foreigners in a plant one or more who can influence their fellows of the same nationality. Special efforts should be exerted to induce such men to attend the English classes. The example set will encourage the others, until gradually the school habit will be implanted. Those who have children attending school are more likely to be interested in attending the English classes than those who have not; for they will not want to be outdone by their children.

Practical Instruction

An excellent guide to the establishment of a training department which lays the foundation for an Americanization program is found in the report recently published by Director C. T. Clayton of the United States Department of Labor's Training Service. The important parts of this report will be found in Appendix B.

Appendix C contains a paper, "Instructions to Insure Americanization of Aliens" presented by A. H. Wyman of the Carnegie Steel Company, before the Special Committee on Unskilled Labor and Americanization. It contains comprehensive information concerning practical methods of furthering educational work among non-English-speaking foreigners.

The Instructors

One of the most important factors in any training system is the corps of instructors. These special instructors may be chosen from among the subforemen or workers who are especially qualified to teach, because of their jobs and their demonstrated ability to impart their knowledge to others.

The instructor's relationship to the new employee will enable him to render a real service both to the management and to the newcomer. He should consider the new employee as a special charge until the latter has reached a certain standard of performance. In addition to the knowledge gained by actual work on production, the learner should be furnished, if necessary, with a written outline of study, including sketches, designs, and directions for manipulation.

The instructor's close contact with learners renders him competent to judge of the causes of failures. It may be discovered that a new employee's inability to become proficient is owing to physical condition, home worries, or to his relation to other workmen. In any case, the instructor should make

the period of training as interesting and agreeable as possible to those under his charge.

Training and the Employment Department

In the average plant the employment department is the logical supervisor of educational work. In large plants, the work may become so important that it should be placed in the hands of an educational director who may, or may not, be responsible to the employment manager. However arranged, the problem of training is so closely linked with labor turnover that the employment manager must be concerned largely in its work.

The employment department should be notified of the rate of progress. If the learner does not show satisfactory progress as indicated by his record, he may be either transferred or dismissed, in accordance with the agreement reached between the supervisor and the employment manager. Experience has shown that a new employee who has failed to learn a job in the required time may prove an unusually apt pupil on another operation; hence a transfer may be considered beneficial or a trial period say of two or even three months, may be arranged, during which time the new employee may have an opportunity to demonstrate his ability or fitness for one of several operations.

General Educational Advantages

General educational advantages such as are afforded by a well-stocked library containing current trade journals as well as books of reference on the particular line of manufacture pursued, should be available to all employees. They should be encouraged to read fiction, for it develops constructive imagination, and also to read travel and biography.

The library may be located in the employment office and the books given out by the card system. This puts the employ-

ment manager in close touch with the employees who are availing themselves of the library privilege. By drawing them out along the line of their reading, he may discover in certain employees special aptitudes that would be of service in directing their efforts.

Classes may be arranged for the study of principles of efficiency, production, administration, and foremanship. Lecturers may be brought in from the outside, and members of the staff may speak to the classes. Authoritative text-books and special courses should be used as a basis for instruction and the employment manager may assist employees to choose courses of study given by correspondence schools.

Conferences and meetings among foremen and workers for the discussion of problems and methods of general improvement for the individual, as well as the organization as a whole, may be conducted under the supervision of the employment manager. When practicable, visits to other plants for foremen and specially qualified workers, to study conditions and methods, should be utilized as a source of further education.

Employees have been inclined in the past to think that nothing more than manual dexterity is required in a worker. But mental exercise supplies him with the necessary balance that physical exercise furnishes the mental worker. The mental stimulus afforded by educational opportunities makes the entire force more intelligent, reliable, and efficient.¹

¹ For an exhaustive study of the topics touched on in this chapter, see R. W. Kelly's "Training the Industrial Worker," Ronald Press Company, 1920.

CHAPTER XV

MONEY PAYMENTS

Importance of Wages

Wages alone do not constitute the *summum bonum* of a worker's happiness and well-being. Good working conditions, congeniality of fellow-workers, and personality of foremen, bulk large in the reckoning. It is undeniable, however, that the greatest incentive to enthusiastic work is the almighty dollar. The payment of an adequate wage is the panacea for nearly all employment disturbances; it is the basic remedy for labor turnover.

That "the laborer is worthy of his hire" is conceded. Whatever differences of opinion there may be as to methods of wage payment, the payment of adequate wages determined by fair means is accepted by employers as an undisputed obligation on their part. In providing for such payment, all elements entering into a job have a bearing on the settlement. The unattractive jobs, which, more often than not, are in the unskilled or semiskilled category, can frequently be made more agreeable by improving the physical surroundings. But if the wage paid is more than on other jobs which require no more skill, but are more congenial, the stability of workers will be materially strengthened.

The turnover in one department of a certain plant, for instance, was very high because of the disagreeable conditions surrounding many of the jobs. The atmosphere was hot and moist and the men worked in the vicinity of acids; yet the pay was no higher than for other jobs which were more agreeable and less dangerous. Many employees requested

transfers to other departments where the pay was equally high and the work more pleasant; many others threatened to quit. Various expedients were tried to make the men satisfied; but the only permanent solution was a raise in rates.

"What does the job pay?" is the first question asked by an applicant. When reasons for leaving the plant are analyzed and classified, it will be found that a large percentage of them fall under the item, "getting more money elsewhere."

Adjusting Wage Inequalities

The first step in adjusting wage inequalities is to establish a relative wage tabulation. This tabulation shows the respective values to the organization of each of the job elements, and may be founded upon the job analyses already prepared. A relative wage scale is then prepared and used as a basis for adjustment of rates in all lines of work. The job specification sheets will be found very helpful in preparing this scale. This is the work of a professional rate-setter, and is too technical to be discussed here in detail.

As a result of such investigation surprising differences in pay for jobs of a similar nature scattered throughout a plant will probably be disclosed. Such errors can be righted and wrongs corrected. This relative wage procedure may be followed in theory by any organization, in any industry.

Rate Records

Full schedules of rates and all current information regarding wages must be available for reference in the employment office. Where piece rates are concerned, averages should be noted and the figures supplied to supplement other information.

Automatic Increases in Rate

It is worth while to watch closely for the opportune moment, as shown by the follow-up records, to raise a worker's

wages, and that no man may be overlooked, a recheck of reports and records is advisable. Anticipating an employee's request for promotion is good diplomacy on the part of an employer. An unexpected increase in wages renews a workman's interest and enthusiasm. The company's appreciation of his efforts convinces him that the data constantly gathered by the foremen and the employment office are something more than mere statistical compilations—that it was by these his worth was revealed.

The automatic increase is recommended as a reward accruing to all who demonstrate their value after a trial. It gives the employee a more tangible object for which to strive. Some firms review the pay-roll records every third or fourth payday of an employee's first six months to check up those employees who have not received the customary raises, since their policy makes it possible for new employees to increase their earnings periodically by proper behavior and effort. Foremen are taken to task for overlooking those employees who merit rewards.

Another variation in the scheme of wage adjustments involves the setting of a maximum rate on each job towards which the worker can strive. If a worker stays six months, for instance, and proves fit on his job, he should be given the maximum wages.

Granting Requested Increases

Increases to be made upon request of workmen, should be granted only after the fullest investigation and upon the approval of the superintendent, works manager, or other executive. If the advance is not approved, however, the worker is entitled to know the reason. Therefore, in discussing raises with employees, fulfilment must be consistent with promises. Suppose for instance, a man is given a job at 40 cents an hour and promised 48 cents if he makes good. He

does make good, and is neglected. He quits. The rate stated on the foreman's requisition (which the employment department uses as a promise to workers) must substantially agree with the amount in the pay envelope.

Reduction in Rates

Changes of rates always require delicate handling, particularly if they affect a man's earning power adversely.

Rates should always be graded upward. It is difficult to hold men whose rates have been reduced, whether the reduction is a matter of necessity or not. A worker may prove unfit for a job that pays a certain rate, and be transferred to another carrying lower pay; the working hours may be reduced from 54 to 48 hours weekly, and the pay in proportion; the nature of the job may be such that the worker will complete the daily task considerably within the appointed working hours. Any one of these circumstances may cause a reduction in earnings. As a result, the worker becomes seriously dissatisfied and inclined to look for work elsewhere even though remuneration on the new job may be no higher than that to which he has been reduced. Again, a worker temporarily transferred to a job paying a lower rate, may prefer to "lay off" rather than accept it.

If piece rates are faulty and a downward revision is necessary, trouble is certain to be encountered. The reasons for the revision must be carefully explained to the workman. If a valuable man refuses to continue work at the low rates, he may be transferred to another job where ultimately he will be able to attain a higher status and a more satisfactory rate.

Constructive Planning

Diversified training and forehanded planning, however, should provide opportunities for workers, so that their services

may be utilized at the accustomed rate when conditions of the above-mentioned nature develop. Investigations in various industries have suggested the feasibility of "layoffs" in preference to subjecting the worker to a partial wage on account of fluctuation or lessening production.

Shortages in Pay

Shortage in pay causes discontent. It is frequently the result of faulty or careless bookkeeping, or the failure to have all necessary data in the paymaster's department. Although the item is relatively small, it arouses suspicion in the mind of the employee. If of frequent occurrence, it may cause a worker to leave.

Imposing Penalties

Many plants dock a man an hour's pay when he is late only one minute. This is not fair and is detrimental to the plant in the long run.

An employment manager while on his way to his place of business one morning overheard a conversation between two men who worked in a plant with which he was acquainted. Said one to the other: "Why should I lose an hour because this car is a few minutes behind its schedule? We might as well turn back." His companion agreed, and they both got off the car and returned home. This resulted in a loss to the firm as well as to the men. The company subsequently inaugurated a "minute plan," which provided for a system of penalties by the quarter hour.

Whatever system of docking is adopted, some latitude should remain with the foreman and the employment department in the imposing of penalties; for frequently the extenuating circumstances are so evident as to excuse the tardiness. Although the penalty system may recommend itself to some employers, reward is more effectual than punishment.

A bonus system for punctuality and attendance furnishes a better solution than a docking system.

Disparity in Wages

Placing together workmen between whom there is a great disparity in wages, causes trouble, especially if they are doing similar work; and the same is true where one man earns a high wage and another a low one, unless there is some reason for it other than the difference in skill and speed. The man who earns a low wage naturally feels that he cannot do himself justice on that job. Instead of striving to attain the proficiency of his co-worker, he gives up in despair. If, however, he is put alongside a man whose wage is but a trifle higher than his own, he is encouraged to attain similar speed and skill.

Advances Against Wages

A certain class of improvident and irresponsible workers, especially the casual type, never have sufficient money on hand to take care of even their immediate needs or wants. "Do you give a drag?" is the usual question put to the interviewer by this type. By a "drag" is meant a daily allowance of part of the pay, 25 per cent, 50 per cent, or as high as 90 per cent of the daily earnings being paid at the end of each working day usually for the first week or two.

This practice is undesirable under normal conditions. It causes undue hardship to the pay-roll department. But in instances where the need is genuine and the worker worthy, as he frequently is, the granting of advances has proved the means of permanently tying a good man to the concern. Many foremen and employment managers have taken it upon themselves to furnish advances in cases of merit. A certain foreman tells of a man to whom he advanced \$12, and also furnished him with lunch. The result of this kindly act secured the loyalty of the worker for all time. Such requests,

however, should be granted only after careful investigation which gives a check on their frequency and reasonableness. (See Figure 36, page 87.) On the other hand requests for money to alleviate sickness, or meet the pressure of debts, etc., sometimes justify making exceptions in favor of the applicant. Such grants are appreciated by the workman and help to create good feeling.

House rents and board bills may be guaranteed if the need is especially urgent. Men have done things to bring about their discharge, merely to get their pay in full in order that they might keep from going hungry.

Liquidating Debts and Buying Homes

The employment department, in its close contact with men, meets many victims of the "loan shark" and the conscienceless instalment house. A helping hand is sometimes needed to rescue the worker from what becomes virtual slavery. For men in that position a plan of redemption should be instituted, whereby the firm takes over the indebtedness, deducting the actual amount in small payments from the worker's pay.

A practical method of financial assistance in buying homes exerts a stabilizing influence on workers and safeguards them from exploitation. The owning of a home is one of life's chief ambitions in the normal man; it gives him a standing in the community, a "stake" in the town, and something definite upon which to build a lifelong habit of saving. (See Chapter XXX.)

CHAPTER XVI

TRANSFERS

The Importance of Transfers

The transferring of men from one department to another is a subject of great importance, which is too often treated with indifference. Because a man does not show adaptability for the thing he is doing does not argue that he is unfitted for anything at all. Perhaps he dislikes the character of his work; perhaps he is not physically or mentally equipped to cope with it; perhaps he has not the skill or experience required. Or again, perhaps a man does not get along well with the other men in his department, but feels that he could agree excellently with the men of some other department. These are all valid reasons why a man should ask for and expect a transfer.

Conserving Ability Through Transfer

The Salvation Army says, "A man may be down, but he is never out," and proceeds to prove it by restoring the victims of drink and vice to self-respecting usefulness. The employment manager may start many a man along the path of greater service by utilizing the interest-inspiring expedient of a change of environment and work. Discharging an employee, although sometimes necessary, is a poor substitute for the constructive remedy afforded through transfer. "There is so much good in the worst of us" which can be brought out by the right stimulus and management that it would be difficult to estimate the employment department's opportunities for good in the

matter of transfers alone. But cognizance must be taken of every item concerning history, experience, education, and aptitudes to judge how to encourage development and progress on the part of each employee.

Its Benefits to Firm and Workers

If a man's task is monotonous and he feels that a change would benefit him (as a young man very often will), or if he is anxious to rise to a better position for which he has fitted himself by observation, practice, and study—he is doing a very natural and a very laudable thing.

It is nearly always better to save a man to the firm by transferring him to another department. Consider what happens if he leaves outright. Two men must be supplied and trained—one for the job to which he should have been transferred when the vacancy occurred, and one to the job he left.

If a man is transferred he learns the work of other departments and can be sent back temporarily to a department where he has proved particularly efficient in the event of a shortage of men, rush work, or other emergency in that department. A man of comparatively little value in one department may prove to be a very real asset to the company in another. His misplacement was probably not his own fault at all. It may be owing to the faulty judgment of the man who hired him or to his own unconscious misrepresentation of himself. But no matter whose the fault, there is no need to dispense with him altogether; there may be many corners into which he will fit.

Transfer Function of Employment Manager

The duty of the employment manager is to *assist* in so adjusting the personnel that each man's abilities are given fullest expression. It cannot be maintained that he should take action on transfers without consulting the department heads;

nevertheless, he should be the intermediary and the final judge in all cases that concern personnel transfer. Centralization of personnel work carries with it the ultimate decision. Where transfers are concerned the advantages of centralizing, the function may be set forth thus:

1. All data and records concerning each employee are available to the employment manager.
2. The employment manager is the referee between the employee and his supervisor.
3. Unlimited opportunity is afforded the employment manager to ascertain all department requirements, and to match individuals therewith.
4. The employment manager has specifications of all positions at hand.
5. The employment manager is acquainted with executives and supervisors in all sections of the organization.
6. The employment manager may utilize surpluses in one place to fill shortages in another.

The Attitude of Foremen Towards Transfers

Unfortunately, some department heads are very reluctant to relinquish the right of transfer and to delegate it to the employment department. They cling to that prerogative with greater tenacity than to any other. Recently in a certain plant it was agreed to place the power of discharge with the employment department. The question of transfer immediately became a rock on which the harmony of the plant threatened to split. The foremen refused to accept men recommended for discharge from other departments, because discharges were regarded in the light of transfers. The object of the foreman's refusal to accept men so recommended, was to show their loyalty to the foreman who made the recommendation for discharge. And the latter would do the same for any other foreman.

Common Objections to Transfers

Among the chief objections to transfers which the employment manager must be prepared to meet, are the following:

1. If it becomes known in a plant (so say the foremen) that men are seldom discharged, but are only suspended and subsequently transferred to other departments, employees, who desire for various reasons to effect changes in their environment, will endeavor to obtain transfers by making themselves disagreeable to their comrades and foremen, or by performing their work in an inefficient manner.

2. A workman may ask for a transfer because of a mere whim, because of the alleged advantages to be gained by working in another department, or the desire to be near a friend. When the transfer is refused he becomes dissatisfied.

3. A man who has become familiar with the work of a certain department through training and experience may desire a transfer to another department. But he would be too valuable to release and replace.

4. A workman may be involuntarily transferred. He may have proved inefficient and because of that fact his foreman may desire to get rid of him and so encourage his efforts for a transfer. To fire the workman might militate against the foreman's turnover record.

5. If transfers are permitted, there is always some particular department to which workmen in general desire to gravitate.

The Objections Answered

The five common objections may be answered as follows:

1. Such acts of omission or commission eventually come to the knowledge of the employment department, and the move to effect a transfer on the part of a workman is blocked or discouraged.

2. Workers are given to understand that transfers are not granted for the mere asking.

3. When such a transfer is deemed advisable, an equally efficient employee may be furnished to take the place of the workman desiring the transfer.

4. The best interests of the company in that case are not considered by the foreman. This would be discovered before long, when the exact reasons for the transfer were investigated.

5. Workmen differ so much in their desires and qualifications that no one or two departments could attract all of them.

Transfers Merely Fair to the Worker

Not 50 per cent of the men hired, unless carefully selected—their character, condition, and record duly entered and analyzed—are placed immediately in the work for which they are best fitted. Misplaced workers, whose records otherwise show that they are desirable, should be given as many chances as possible without placing an extra burden on the organization. Firing should be the last resort.

The foreman in one department usually does not, in the nature of things, know where best to place a worker who is a candidate for transfer. But the employment department, undertaking the whole work of engagements, transfers, and discharges, is in a position to decide upon the advisability of transfers intelligently, authoritatively, and advantageously.

Before the advent of the employment department, the common practice was as follows: If a man did not suit his foreman, he was fired and no questions asked. A foreman disliked to think that a man whom he had discharged had taken refuge in another department, and the foremen of other departments disliked to shelter the "refugee," especially when the employee boasted of being able to affect a change in spite of his discharge. It thus came to pass that the foreman would rather

let a man be lost to the plant entirely than to see him transferred to another department.

Transfers Should Not be Subversive to Discipline

The question may be asked: Although the time has now come when a man must subordinate his personal feelings to an unselfish regard for the welfare of his organization, will not a measure of discontent be produced in a foreman if he thinks that although he has discharged a man, the latter will be retained by the company? The employment department must, therefore, take care that the transfer of an employee from one department to another is made in such a way as not to undermine the disciplinary authority of the foreman or superintendent of the first department.

A Practical Method

When a workman has given notice that he has quit or is about to quit, or when he has been recommended for discharge or laid off, or when a foreman has recommended him for a transfer, or when the man himself has requested his own transfer to other work or to another department, the employment department states on the request for transfer form (see Figure 23, page 73) the workman's reasons for desiring the change. The form is then submitted to the foreman from whom he wishes to be transferred, who in turn states his reasons why the man should, or should not be transferred or rehired. The foreman signifies his consent, neutrality, or disapproval of the transaction and then submits the case to the employment department. The employment department's course is determined after consultation with department heads under whom the man has worked. The investigation should include their judgment of the man's efficiency, and what is shown by the employment records as to his productivity, skill, efficiency rating, etc. The question may then have to be

decided by the "court of appeals," if there has been apparent misunderstanding, misrepresentation, or conflict of facts.

At all times, however, foremen should be consulted in these matters; otherwise an undercurrent of antipathy towards the employment department may be created in their minds.

Where transfers have been arranged for, at the request of an employee, the employment department should have the employee understand thoroughly that the favor has been granted in harmony with his best vocational fitness, and that he is not to make capital of the transfer or render himself conspicuous by constantly alluding to it as a flaunt at his former department head, especially if the department head was not entirely in favor of it.

Advisable and Inadvisable Transfers

One writer advises as follows: "Seldom transfer a workman to another department for reasons of personal antipathy. Let the workman and his foreman have it out. They may dislike each other, but they will respect each other when the trouble is over. Better an apology be made, if it is due, than transfer and consequent resentment which stores up trouble for the future. After the matter is straightened out, and if it is advisable, the man may be placed among more congenial workers elsewhere."

Suppose that the employee who has been recommended for discharge has been given a hearing and both sides of the story have been told. The fault has been traced to the foreman who recommended the discharge. He is guilty of having permitted his prejudice or personal feelings against the workman to influence him. Some suggest that the foreman should be forced to take back a workman who has been discharged if conditions indicate that the foreman was in the wrong. The more rational plan would be to transfer the workman to another department. There is little to be gained by return-

ing to a foreman a man whom he does not want, since the enmity between the two would prevent good teamwork.

Practical experience proves that the prevailing idea among foremen that transfers will disorganize the departments of a plant is a fallacy. Foremen of the newer school, especially the younger men, are not bound by tradition and are more liberal in their views on this subject.

Dangers of Transfers

There is, however, some danger in encouraging the practice of transfers too much. If it is known among workers that a transfer is the worst that can happen to them in case of a breach of discipline, the tendency is to break down control and increase the spirit of indifference that in some workers is too prevalent. The employment department, in its talks to men on this subject, can emphasize the negative side of the matter. It should show that transfers cost relatively as much for internal changes as do the external changes of personnel; that transfers have to be taken into account on the labor turnover calculation as an item of expense which can become burdensome and uneconomical, despite the offsetting benefits which are many if the change is well advised. The transfer privilege thus takes on importance and becomes a sought-for prize on the part of the worker, and an effective instrument in the hands of the employment department for rewarding merit and adjusting personnel.

Foremen Can Aid Materially

Foremen will greatly help the progressive movement by encouraging the transfer of men from and to their departments, if beneficial to all concerned. Common justice, therefore, as well as good management seems to necessitate a centralized authority for the procedure of transfer. The foremen must be led to realize that the final authority for transfer,

as in hiring, promoting, and discharging, should be in the hands of the employment department, which has ample facilities to gather the accumulated knowledge of the progress, faults, and virtues of each employee, and to help him intelligently when he desires information and assistance.

By instituting a sane and well-balanced system of transferring, a great deal of economic waste of hiring and firing is avoided, and good-will on the part of the employee towards the employer is engendered.

CHAPTER XVII

PROMOTIONS

The Task of Promotions

The task of promotion, like that of discharge and transfer, should be delegated to the employment department—with the co-operation, of course, of the foremen and department heads.

The reason for this is plain. The employment office receives every record that has to do in any way with an employee. The employment manager has under his constant scrutiny every statement of a man's progress in the plant, not only the foreman's follow-up reports, but every record of a like character gathered from every source. No one else in the plant has such a complete record of the employee as the employment manager, and no one else, therefore, is in such an advantageous position to arrange for promotions.

General Promotion Methods

All workers should have the privilege of applying for any definite work or advanced position that they may desire, and their applications should always be certified and considered. In this way charges of favoritism and unfairness are avoided and a better spirit is engendered throughout the working force.

There are some men, of course, who feel happy and contented on their jobs indefinitely, who do not aspire to a position of greater skill or responsibility. Recognition of services well done by this class of employees takes the form of an advance in wages, which is in the nature of promotion.

Promotions should occur often enough to attract and hold a high type of employee. Men must have something definite

to look forward to. They should not be led on by empty and vague promises. If an employee knows that he will be given an opportunity and that he is in line for promotion when an opening occurs, he will be inclined to offset this advantage against some deficiency connected with his job and will stick until his real worth is given expression.

Honest Incentive

When a man first applies for a position the promotion plan should be explained to him. But no promises should be made that will lead to disappointment later; promotions promised and never realized cause untold discontent. Within a few weeks after the man has been hired he should be called to the employment office and his progress discussed. If by **that time** he has demonstrated his ability, he should be promised promotion.

The follow-up reports on his progress should then be watched carefully for perhaps three months; the exact time to be determined by the specific instance. If he makes good within that period the foreman and department heads should be reminded of the promised promotion or advanced wage. That done, consideration should be given to the matter of providing the best substitute to put in his place, according to the scheme of promotion for merit. The organization which establishes systematic promotion will benefit by it, because there is a decided advantage in having capable men advanced.

Charting the Course

The system of promotion should be so planned that distribution of work and promotion does not depend upon the personal favor of a foreman or clerk, nor of anyone else who may happen to be in charge. The possible lines of promotion should be charted in the separate departments, and from one

department to another. In addition, a general chart covering all departments should be displayed in the employment department; this will inspire confidence in new applicants and hope in old employees.

The employment department should classify all operations and map out the possible lines of promotion. A study of job analysis and job specification sheets should be made, supplemented by personal visits to the various departments by the employment manager. All findings should be recorded and revised, after repeated consultations, to ascertain the best classification and method of application. Finally, a procedure should be standardized.

A specific path for promotion may be outlined, for instance, by classifying all operations. All work may be found to fall into certain groups, following established standards as to length of time required for learning the work, the skill required in performing it, and the relative agreeableness of its hours, conditions, etc. Within these divisions or groups, definitely graded positions may be provided for, classified according to their maximum desirability with reference to earnings, skill, and general status. The jobs may be identified alphabetically—A, B, C, D—when promotions are made. A group-D employee would be promoted to a job graded C, group-C employee to one graded B, and a group-B employee to one graded A. Policies in such matters will depend largely upon the requirements of the individual organization.

The Three-Position Plan of Promotion

The three-position plan of promotion, as outlined by F. B. and L. M. Gilbreth, makes each employee in a plant a member of three groups. He belongs to a lower group as a teacher, his own group as a worker, and a higher group as an apprentice. Part of his time is devoted to the training of someone

in the lower group to take his place, and part to fitting himself for a place in the higher group. The length of time a man stays at his work before going up a step depends upon two factors:

1. How soon he can train a man below him to take his place.
2. How quickly he can master the training which will fit him for a position in the next group above.

The Understudy System

On some of the railroads, they have in operation a plan known as the "understudy system." A chart of the organization is prepared, showing the jobs, their responsibilities, the men holding them, and the men who could be put into them if the positions were left vacant. Men are kept in training for all executive positions, so that any vacancy can be filled by promotion. Each executive selects one or more persons and trains them to succeed him, thus enabling the concern to hold within itself an excellent class of executives.

The Mechanics of Promotion

The worker, the foreman, the superintendent, and the employment manager should all be consulted when a vacancy is to be filled by promotion. Frequently a vacancy higher up involves several advancements—an additional reason for considering a promotion from every angle.

Promotion must not depend alone upon seniority of service. It must be considered also from the standpoint of ability, ambition, attendance record, and adaptability for other work. The best mechanic may make the poorest foreman, or the best laborer the poorest mechanic; whereas a clerk or a laborer may make a very good foreman.

Factors of Promotion

Important factors in promotion may be summed up as follows:

1. Lay out a definite plan of job classification in groups.
2. Grade the positions in these groups.
3. Let it be known that the channels to advancement are navigable by all.
4. Draw upon outside sources only after the list of present employees has been unsuccessfully searched for the right men.

An organization that really encourages training and self-improvement among its employees can usually fill all advanced positions from within its own ranks. Indeed, the firm that does not fit its men for advancement to better positions is not only failing in its duties to its employees, but loses thereby one of the strongest factors that makes for growth and power. Young organizations must, of course, go outside for the men they need; and there are times when it is necessary and perfectly permissible for any employer to get new men from outside. But the best policy is to fill vacancies, whenever possible, from within.

CHAPTER XVIII

ABSENTEES

Inculcating Regularity

The members of the employment office staff, together with the foremen, are responsible for reducing tardiness and absence to the minimum. The most opportune time to call an employee's attention to his responsibility toward the firm in the matter of prompt and regular attendance, is immediately after he is hired. He should be made to understand the mutual obligations of worker and management; he should be shown that promptness, regularity, and steady attendance are helpful to himself as well as to the company; that absence from work causes loss not only to him, but to others whose work may be dependent upon him.

Co-operation on the part of an employee is usually quickened if he understands why certain things are expected of him. "Why is it that promptness and regularity are stressed so urgently?" he asks. "Am I not a loser if I stay home or report to work late?" He reasons: "If the paymaster takes the deduction out of my pay, the company does not lose."

The employment manager can show the employee, however, that the company does lose for several reasons:

1. All equipment means nothing if the employees are not on hand to operate it, to perform the volume of work that has caused the company to provide buildings and allot space for each activity.

2. Whether the employee is present or not, the same amount of "overhead" expense is required—more, in fact,

because the accounting department must keep track of such irregularities as absences.

3. The influence upon other employees occasioned by the habitually tardy person or the one who stays home without any good reason is bad.

4. The work is planned on the assumption that the people employed will be on the job, and if they fail to report someone is bound to be inconvenienced, if indeed the schedule of the department is not seriously interrupted.

Investigating the causes of absences and lates and educating employees to their effects, is the starting point from which to proceed in minimizing this irritant both to business and industry.

The foreman of each department or the timekeeping department should furnish the employment office with a list of absentees each morning on the forms shown in Figures 28 and 29, pages 77 and 79.

Careful records of all these should be kept, analyzed, and classified, using the same procedure as in recording reasons for leaving. (See Figure 34, page 85.) Such data are helpful for suggesting remedies.

As mentioned before, a constructive system of records is a more effective means of checking a bad practice, such as unjustifiable absenteeism, than any other sort of preventive measures. This fact should be considered when remedies for excessive absenteeism are being devised.

Information obtained by letter, by personal visit, or by telephone, no matter by whom obtained, should be recorded on a form similar to the investigator's report on absentee (see Figure 32, page 83). The investigator's report should be placed on the employment manager's desk at the end or the beginning of the working day, so that he may embody the information contained therein in a concise report to the department head concerned.

Causes of Absence

The employment department must ascertain, whenever possible, why a man is absent. That information is useful in several ways. It enables the employment department to deal intelligently with the individual absentee, and the varieties of reasons for absence, gathered over an extended period, enable it to determine the major causes of absenteeism and to seek remedies for them.

Finding the Reason

The causes for absence may be obtained in three ways:

1. By convincing workmen of the importance of getting permission for intended absence or of notifying the office by telephone of unavoidable absence.
2. By following up the absentees listed each morning on the foreman's report.
3. By interviewing absentees upon their return to work.

The first method is the best whenever it can be employed; for the time and expense of follow-up is entirely eliminated. More often than not, however, the second method is necessary. When it is, the follow-up should be made to serve as many purposes as possible in order to justify its use.

The Follow-up

Discretion must be used in following up the absentees. New employees should be followed up immediately, but those in service for some time need not be followed up personally until after the expiration of about three days.

As a means of follow-up, personal calls are more effective than letters. Workmen who are ill appreciate rather than resent having someone call at their homes.

When the absent workman is of value and importance to his department and there are reasons for believing that

he is working elsewhere, a personal call, in which the advantages of returning to his former work at the plant are enumerated, may be the means of reclaiming him. Moreover, a personal visit often brings out grievances, imaginary or otherwise. The employee may be disgruntled with his superiors or fellow-workmen, or dissatisfied with his work. He may be asked to return and have the matter adjusted. A confidential talk on such an occasion makes for good feeling and a better understanding on the part of the workman's family, who frequently make matters worse by ill-timed sympathy or positive antagonism. Any misapprehension they may have had can be dispelled at this time. Many times a misunderstanding can be adjusted and a good employee saved.

Visiting the Sick

A little personal attention to sick and injured employees is especially appreciated. Evidence of this sort, showing the company's solicitation for their condition, leaves them in a cheerful and courageous mood, and hastens their recovery. If an injured employee is unable to report to the factory for treatment, the company doctor should visit him frequently enough to keep in touch with his progress. If possible a representative of the employment department should call to show sympathy and interest. During his visit he may explain all the phases of accident compensation and possibly deliver the compensation check itself. If the industrial visitor has some knowledge of the laws of hygiene, he may find an opportunity to point out the relation of health and the cultivation of right habits to work and earning power.

The Personal Visitor

If the number of absentees is great, the employment department may have a special investigator to do this personal visiting; if the number is small, one of the employment staff,

or a specially appointed man from the factory, may do it. In some firms the department heads and the foremen co-operate with the employment department and make such visits for them. A home visit is most effective when the visitor is tactful, versatile, adaptable, and can speak the language of the absentee.

Returning Absentees

Absentees should not be permitted to return to work without first visiting the employment department. There, returning absentees should be interviewed every morning, since an interview furnishes an opportunity for personal expression of sympathy, and reveals many chances for service in solving personal problems. This interview may be used whether a personal visit has been made to the absentee's home or not.

Methods of Reducing Number of Absences

An investigation was conducted recently in one of the large eastern cities which revealed many interesting facts about tardiness and absenteeism. Fifteen firms were affiliated in the study, and among the most interesting plans presented for combating excessive tardiness and absenteeism are the following:

1. In one plant a card record is kept of all those absent and tardy. This record contains merit and demerit items and each month is submitted to the employee for his inspection.

Clock cards of all those tardy and absent are collected and placed on file in the employment department. Delinquents are obliged to claim their cards and submit reasons for their absence or tardiness before being permitted to go back to work.

Each foreman receives every day a printed form which contains the number of tardy and absent. The foremen are asked to check up and to report back any information which they may have as to those who are tardy and absent.

2. Another plant has a rather unusual bonus plan for perfect attendance and punctuality. After one month's perfect record the following choices of bonus are offered:

- (a) One day's vacation with pay each month.
- (b) One extra day's pay every month.
- (c) Accumulation of vacation time coming, to be taken at one time. Thus, a year's perfect record would yield two weeks' vacation with pay.
- (d) Accumulation of extra money granted yearly, same in the meantime being deposited in the local bank.

This plan has not met with unqualified success. The management believes that a bonus scheme on a weekly basis would be much more beneficial. As it is, if a man is late or absent the first part of the month, he is indifferent to his record for the remainder of the month. About 50 per cent of the employees were participating in this plan, when last investigated.

3. In a third plant each employee, after being three months in the service, is entitled to participate in the bonus scheme which entitles him to 5 per cent of his weekly earnings paid every three months in a lump sum. This bonus is contingent upon attendance and punctuality, with unavoidable sickness the only basis for excuse. Unexcused absence or lateness affects the bonus for the week in which it occurs. This plan is working out very successfully, 75 per cent of the employees participating. It has had a noticeable effect in stabilizing attendance.

4. A fourth plant adopted a bonus plan which was put into operation in August, 1917. Every employee who has had a perfect attendance and punctuality record for three consecutive weeks is entitled to a \$1 bonus weekly, but once the record has been broken, another probationary period of three weeks must be passed before he is again eligible to a bonus. This plan is working out very satisfactorily. The first month,

38 per cent of the employees participated. The last record shows that 52 per cent shared in the bonus.

5. A fifth plant has two types of bonus for punctuality and attendance. In the office scheme, punctuality and attendance alike enter into the bonus after this fashion. A month's perfect attendance, without being tardy or absent, entitles the employee to a day off the next month or to an extra day's pay. Most employees accept the latter alternative. Furthermore, for each month's perfect attendance, a half-day is added to the annual vacation which is on the basis of one week. Thus, twelve months' perfect attendance would entitle the employee to an extra six days, in which event he would have a two weeks' vacation. According to this plan, which is operating fairly successfully, sickness is not excused.

In the factory, a bonus is given for continuous employment with exceptions granted for sickness and temporary layoffs by the concern. A bonus of \$1 a week is paid employees who have been continuously on the pay-roll for six months. The times of payment are July 1 and January 1; but six months' accumulated bonus is held back; that is, if an employee was continuously employed from July 1 to January 1, the accumulated bonus of six months at the rate of \$1 a week, would be paid the next July. Last January, those who were continuously employed from January 1, 1919, to July 1, 1919, and were still on the pay-roll January 1, 1920, were given their bonus. Almost \$1,000 was paid out in this way and the concern advises that the plan has been quite helpful in retaining their employees.

6. A sixth plant has adopted a bonus plan for both office and factory employees. Every employee who turns in a perfect clock card for a week is given a 25 cents bonus, which bonus, however, is paid at the end of the month, making it possible for each employee to earn a \$1 bonus during the month.

CHAPTER XIX

DISCHARGES

Centralized Control

To insure that a discharge, resignation, or "layoff" is for an adequate reason which is consistent with efficient control, the employment department must be empowered to check the action of every department head as to whether a man is to be excluded from the plant or placed elsewhere in it. That can be done only by centralized authority.

Foremen will usually oppose this centralized authority, especially when it is first instituted in a plant. Some of them will oppose it because they like to feel that they are the court of last resort for the men working under them; others will oppose it because they consider themselves the best judge of a worker's fitness to continue in the plant. But their opposition must be overcome—Chapter IV goes into details of ways and means—and their whole-hearted co-operation must be gained.

To insure further the support of all concerned in the question of discharge, a questionnaire embodying all the items of the proposed scheme of centralized control should be submitted to all foremen and executives. They should then be asked to vote on each of the separate items of the plan. In this way the affirmative or negative attitudes of the executive heads and foremen will be crystallized and the discussion will be placed on open ground.

The final decision, however, regarding the discharge, laying off, or conditions prompting voluntary leaving of a new

or old employee, should be under the control of the employment department in conjunction with the "board of appeals or arbitration." (See Chapter XXXI.)

Constructive Discharge

The employment manager, having the employee's complete record before him, is best equipped to exercise the function of discharge. He is in a position to make an impartial investigation of reasons leading to discharge, which may reveal the fact that the fault was as much that of the management as of the employee.

In exercising this function the employment manager has certain constructive purposes to fulfil. Chief among these purposes are:

1. To make an impartial judgment of each case.
2. To stabilize the judgment of the foremen.
3. To establish good-will for the plant.
4. To collect necessary data concerning reasons for discharge.
5. To collect necessary data concerning reasons for leaving.

An Impartial Judgment

If the employment manager is broad-minded, tactful, and firm, he can, by reviewing all cases of discharge and getting both sides of each story, act as an impartial judge for the men. Thus the men will receive strict justice or redress, if injustice has been done them by their superiors. They will be clearly shown also that they alone are responsible for the termination of their employment when the facts warrant such an inference. Methods like these protect an employee when he is right, and make his punishment more severe when he

is wrong. Again, they tend to strengthen, rather than weaken, the foreman's disciplinary influence.

Stabilizing Judgment of Foremen

By his final review of discharges, the employment manager can exert a favorable influence over the foremen. When foremen know that the facts of every case will be investigated, they are more likely to treat their employees with patience and justice, particularly when considering a discharge.

A foreman may exclude any man he does not want in his department, but the employment manager must decide if the man deserves unconditional discharge, or if he should be given a chance in another department. When a foreman realizes that he has no longer the right of discharge, but merely that of temporary suspension of an employee, and that his action will be subject to the scrutiny of the employment department, he will use due care before exercising that right of suspension. Personal feelings, racial and other prejudices which often influence foremen in dispensing with the services of employees, will disappear. The foreman should be educated to understand that all cases in which discharge is necessary should be talked over between himself and the employment manager, before definite action is taken.

Building Good-Will

To have a good name a plant must treat men with consideration not only while they are at work, but also when they leave. The men who have worked for a firm play a large part in forming the general opinion of the new workmen regarding it, and one man's adverse influence can do an infinite amount of harm.

The employment manager should see that each man who is discharged, or who resigns, should get a final impression of the company that is as agreeable as possible. If a man

must be discharged, it may still be done without having him go away disgruntled. If the company's viewpoint is explained, men who are leaving because they are dissatisfied often realize that the fault may have been their own—or at least partly their own.

When a workman is discharged under equitable circumstances, he will leave the service without ill-feeling toward his employers. Instead of giving the place a hard name, the discharged man will secretly admire and respect the methods used by the firm.

An instance of averting hard feeling under these circumstances occurred lately when a western railroad president happened to ride behind an engineer who violated a rigid rule by running past a block signal. After the episode, the engineer was seen going into the office of the president. Knowing something of the circumstances, his co-workers awaited his return with interest. "What did the old man say?" The engineer replied, "He talked to me like a father." "Well, then he didn't discharge you?" "Sure he discharged me. He proved to me that he had to discharge me in order to maintain the discipline of that rule; that if that rule were violated, it would mean a wreck; and that to let this violation go unpunished would ruin the organization."

Reasons for Discharge

In all discharges the employment department should collect data regarding the reasons given by those in authority for recommending the discharges. Violations of rules and causes warranting dismissal should, if possible, be standardized, made a matter of record, and printed on the back of a card or circular, or in booklet form for distribution among employees. Such data may also be printed on a poster and put up in a conspicuous place for the workmen to read. The following is an excellent example.

OFFENCES FOR WHICH AN EMPLOYEE MAY BE SUSPENDED OR DISMISSED WITHOUT FURTHER NOTICE

1. Violation of any law.

Special attention is called to the following:

- (a) Carrying concealed weapons; fighting or attempting bodily injury to another; drunkenness; conduct which violates the common decency or morality of the community.
- (b) Stealing, or malicious mischief resulting in the injury or destruction of the property of other employees of the company.
- (c) Cruelty to animals, the property of other employees or of the company.

2. Violations of the following rules:

- (a) Carelessness in regard to accident and safety of fellow-workmen.
- (b) Riding on standard or narrow-gauge equipment or on any moving machinery where not assigned.
- (c) Running up blocks on cranes.
- (d) Violation of rules governing employees in repairing or oiling of moving machinery.
- (e) Failure to wear safety goggles that have been provided.
- (f) Smoking or carrying matches other than safety matches or having open lights or fires within prescribed limits where such practice is forbidden.

- 3. Failure to report immediately accidents or personal injuries, to the delegated authority wherever possible.
- 4. Insubordination (including refusal or failure to perform work assigned), or use of profane or abusive language toward fellow-employees or officials of the company.
- 5. Absence from duty without notice to and permission from superintendent or foremen, except in case of sickness or causes beyond his control, of a character that prevents his giving notice.
- 6. Harboring a disease that on account of his own carelessness will endanger fellow-workmen.
- 7. Changing working place without orders or prowling around the works away from assigned place.
- 8. Falsifying or refusing to give testimony when accidents are being

- investigated, or for false statements when application and physical examination is being made.
9. Neglect or carelessness resulting in damage to railroad equipment, or neglect of car dropper properly to set brakes on railroad cars in his charge.
 10. Wilful neglect in care or use of company's property.
 11. Obtaining material at storehouse or other assigned places on fraudulent orders.
 12. Sleeping while on duty.
 13. Offering or receiving money or other valuable consideration in exchange for a job, better working place or any change in working conditions.
 14. Introduction, possession, or use on the property of the company of intoxicating liquors.
 15. Habitual use of habit-forming drugs or their introduction or possession on the property of the company.

Collecting Reasons for Resignations

The reasons for which employees leave have an important bearing on the subject of labor turnover. The employment department should have every employee state his reasons for leaving; he will not hesitate to be frank on the subject, if approached properly. All reasons should be noted as shown on the individual form, and then collated; from this statement the fundamental reasons may be sifted out and transferred to the turnover sheet. (See pages 92 and 93.)

Complaints may be multifarious; grievances may be real or imaginary. One person may complain of an abusive or nagging foreman; another may say that time is lost waiting for work or for an indispensable tool. Other reasons may be the relation of the individual to his home conditions, poor health owing to habits outside of business, inherent physical weakness, dissatisfaction with wages, and so on.

In one plant the reasons secured numbered hundreds, and each appeared to differ from the other. When interpreted and classified, however, the whole number was reduced to

about twenty basic reasons. From them the actual causes for leaving were deduced. These causes, in turn, were classified according to departments or department heads. Thus was shown which departments and which men experienced the greatest difficulties. Then a recommendation for a solution was made by the employment manager and all cases were persistently followed up until proper action was taken. A similar course of accumulating, interpreting, assorting, and classifying may profitably be followed in any factory.

The reasons accumulated should be a matter of confidential record and serve as a guide for the employment manager. These records can be made to show, also, where the majority of the workers who leave go, and what attracts them to other plants. This may reveal what is lacking in one's own plant that offers attraction in another. The same process of deduction may be applied to gather reasons why applicants leave one plant and go to another. The facts thus obtained are of assistance in finding out difficulties in other plants and anticipating such conditions in one's own.

PART IV

**EMPLOYING FOR OFFICE, STORE, AND
BANK**

CHAPTER XX

EMPLOYING FOR THE BUSINESS HOUSE

Scope of Part IV

Thus far we have concerned ourselves with the methods of employing, assigning, and holding employees in factories and other industrial plants only. From this point onward we shall consider the same problems as they apply—with some difference of detail—to the office, store, and bank. To some extent these special aspects of the subject have been dealt with incidentally in the preceding chapters.

On certain points, however, the employment problems of the office, store, and bank, call for special discussion; it is the purpose of the following chapters to give such discussion. Practically the same objects are to be sought, and the same barriers to be surmounted. The fundamental principles underlying the solution of the problem are identical, but the type of work, and the type of worker are not. And this difference of work and worker make for a considerable divergence in the method of applying these fundamental principles.

Two Prime Necessities for an Employment Manager

The two prime necessities for an employment manager, if he is to do effective personnel work (as has already been pointed out), are: first, a broad scope, and second, sufficient authority to put his ideas into practice.

We know that these necessities are being almost universally granted in the industrial world. The same is true of the busi-

ness world, and to an even greater extent, as is convincingly attested by the statements of several representative firms.

Personnel Development in the Metropolitan Life Insurance Company

The personnel director of the Metropolitan Life Insurance Company, for instance, starting from a very modest beginning, has broadened and deepened his channel of usefulness from year to year until now its extent and magnitude are amazing. The following list which traces this gradual expansion, also indicates the present scope of the welfare activities.

- | | |
|---|---|
| 1893. Lunchroom | 1913. Mount McGregor opened |
| 1894. Athletic association | 1914. Ventilation and sanitation studies |
| 1895. Allowances | 1914. Disability insurance |
| 1897. Mathematics class | 1914. Life insurance |
| 1898. Attendance bonuses | 1914. Care after illness |
| 1900. Staff savings fund | 1914. Nursing for clerks |
| 1904. Luncheon facilities | 1914. Annual medical examination |
| 1906. Medical examination | 1915. Rest periods |
| 1906. Salary scale changed | 1915. Company outing |
| 1906. Mental examination | 1915. Dental division |
| 1908. Stenographic classes | 1915. Band |
| 1908. Free luncheons | 1915. Attendance banner competition |
| 1909. Glee club | 1915. Sewing and millinery classes |
| 1909. English classes | 1915. Gymnasium classes |
| 1909. Individual towels | 1916. Plectrum club |
| 1909. Umbrellas | 1916. Restroom at Mount McGregor |
| 1910. Library | 1917. Reward and pension system |
| 1911. Home Office dispensary | 1918. Rewards and pension system increased in scope |
| 1911. Individual drinking glasses | 1919. Psychological tests |
| 1911. Pretubercular care | |
| 1911. Dancing during noon hour | |
| 1912. Vacation savings fund | |
| 1912. Correspondence course in life insurance | |
| 1912. Co-operative store | |
| 1913. Optical clinic | |

The National City Bank

Another excellent example of the broad conception held of the activities of the employment department, is the statement of the National City Bank of New York, which uses the term "personnel department." The function of this department is "to maintain efficiently the personnel of the bank, including that of the branches, the agencies, and the college training class."

Following is a summary which indicates the wide scope of the work:

1. The employing of all new members of the bank.
2. The responsibility for the reinstatement of former employees returning from military service, including such matters as:
 - (a) The receipt and consideration of their applications.
 - (b) The interviewing of these men when they call.
 - (c) The consulting with various division heads concerning the positions for which the applicants are best suited.
 - (d) The maintenance of a record indicating the number of employees who entered the service.
 - (e) The maintenance of records of men who have died in the service.
 - (f) The maintenance of records of men who have returned from the service.
3. The maintenance of a card index of the present addresses of all employees.
4. The responsibility of the bonding of employees, both in the home office and in the branches.
5. The personal interviewing of every member of the clerical force at least twice a year.
6. The maintenance of confidential folders of every employee of the bank. These folders contain:
 - (a) The original application and references.
 - (b) The physician's periodical reports.
 - (c) The educational department's reports.

- (d) The records of interviews with the personnel director.
- (e) All confidential data regarding that particular employee.
- 7. The maintenance of a "signal" file, indicating the merits of each employee.
- 8. The transfer of employees from one department to another, and the maintenance of a record which contains the names of departments to which employees are transferred.
- 9. The maintenance of a filing cabinet for those who are away on temporary leave of absence through illness.
- 10. The responsibility for the efficient functioning of the emergency stenographic force.
- 11. The responsibility for the operation of the time register system, including:
 - (a) The compiling of a daily report to the comptroller, the cashier, and the organization department, regarding the number of men and women employees in the bank.
 - (b) Reports of absent and tardy employees.
- 12. The handling of all resignations.
- 13. The keeping of filing cabinets containing the personal records of employees who have resigned and concerning whom telephone inquiries and personal calls must be answered.
- 14. The responsibility for the functioning of the pension and benefit payment plan, and the maintenance of the records incidental to it.
- 15. The compilation of statistics in regard to employees:
 - (a) Number of applicants for positions.
 - (b) Number of new employees.
 - (c) Sources from which new employees come.
 - (d) Positions assigned to new employees.
 - (e) Transfers of employees.
 - (f) Interviews with employees.
 - (g) Absentees.
 - (h) Reasons given for resignations.
 - (i) Alphabetical list of resignations.
 - (j) Salary increases.

Authority of the Employment Manager

The authority given to the employment manager is nearly always consistent with the broad scope of the activities of his department. It has been pointed out in the chapter dealing with his position in industrial plants, how necessary to him a position of authority is. It is just as necessary in the office,

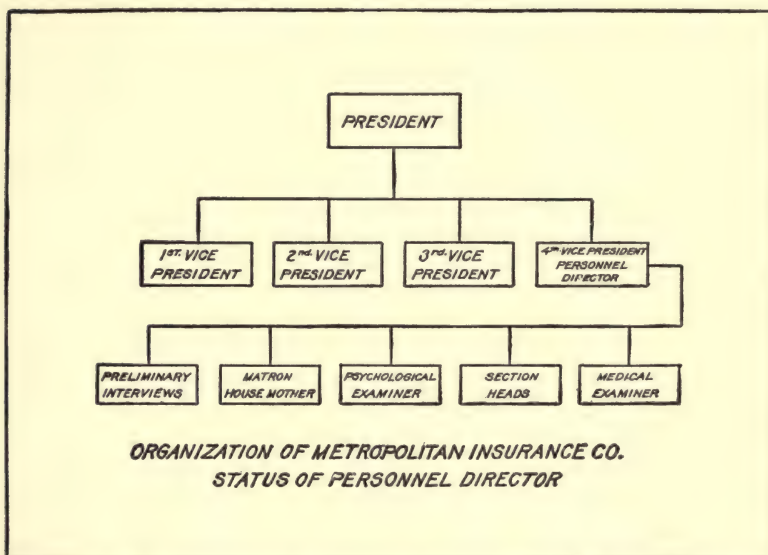


Figure 68. (a) Status of the Personnel Director in the Metropolitan Life Insurance Company

store, or bank. And indeed, where he has been established in the store, office, or bank, his rank is higher than in the average industrial plant.

His proper rank in the business organization is well illustrated by abridged organization charts of several prominent concerns. Figure 68a shows his status in the Metropolitan Insurance Company; 68b, in the National City Bank; 68c, in the Guaranty Trust Company; 68d, in the Chase National Bank and 68e, in the Equitable Life Assurance Society.

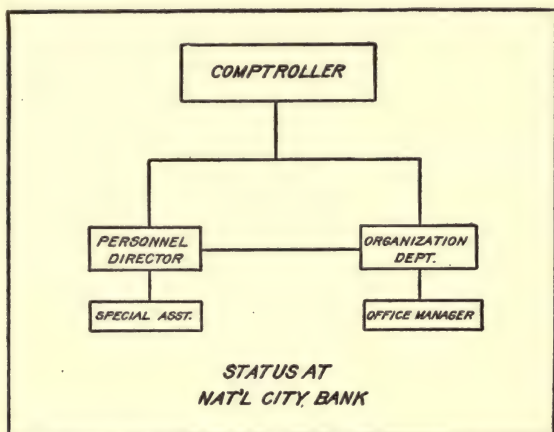


Figure 68. (b) Status of Personnel Director in National City Bank of New York

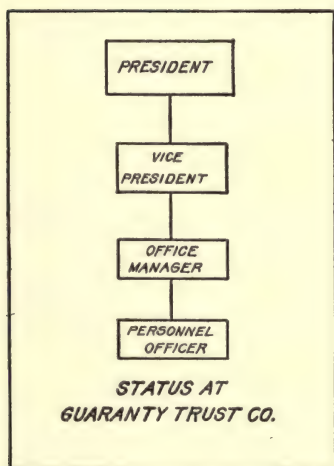


Figure 68. (c) Status of Personnel Director in Guaranty Trust Company

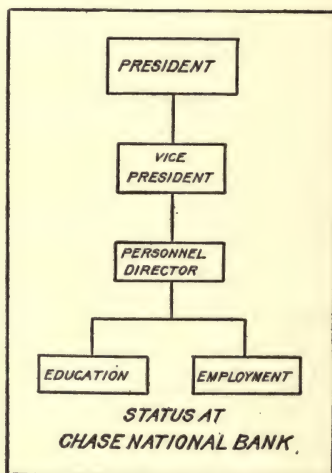


Figure 68. (d) Status of Personnel Director in Chase National Bank

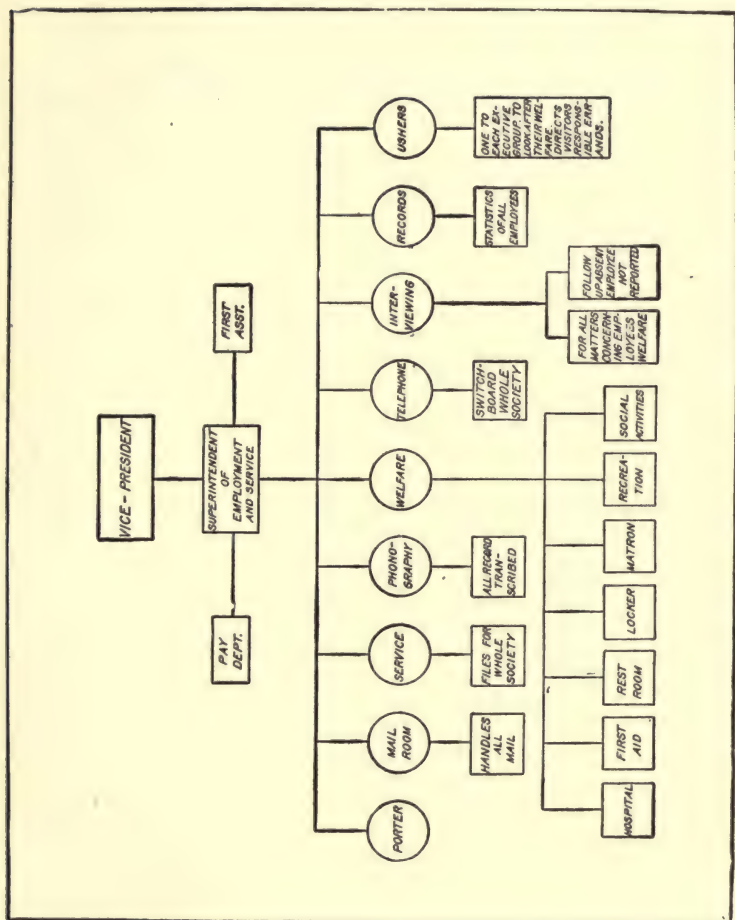


Figure 68. (e) Status and Some Unusual Functions of the Personnel Director in the Equitable Life Assurance Company

Examples Typical

The examples given in this part of the book, both as to scope of activities and authority, are typical of the recognition being given to the importance of the employment manager's work. The employment manager must hold a position similar to that indicated in these charts if he is to work effectively and productively.

CHAPTER XXI

METHODS OF SECURING OFFICE HELP

Methods of Business Differ Slightly from Those of Industry

In a chapter similar to the present one (Chapter IX, "Securing the Worker"), we discussed the methods efficacious in securing the industrial employee. In this chapter we shall confine ourselves to the methods in vogue for getting office help. Although the methods are alike in a great many ways, there are differences in the manner of utilizing the methods—and these differences will be set forth here.

Types of Employees

The three types of business under consideration, namely, stores, offices, and banks, require young people of both sexes whose inclinations are for a career in trade and office work, as well as people of longer experience in those occupations. Clerks, salespeople, accountants, billing machine operators, stenographers, calculating machine operators, phonograph transcribers, bookkeepers, auditors, and others of similar training are among those usually needed.

Sources of Supply

Although these workers are not all cast in the same mould, there is a more or less common source from which they may be drawn, not very different from that drawn upon by industrial plants. All existent sources are open to each alike, and similar methods will attract them all.

The following classification, however, more closely fits the

sources of supply for business employees, than does the one presented in Chapter IX, which applies to general labor:

1. Advertising
2. Voluntary applications
3. Recommendation by employees
4. Employment agencies
5. Educational institutions
6. Reinstatements
7. List of applicants

1. Advertising for Help

The basic principles of advertising discussed in Chapter IX are as good in advertising for office employees as for industrial employees. Variations occur, however, in their application.

"Blind Advertisements"

In advertising for employees to fill routine positions, such as sales clerks, stenographers, bank messengers, etc., "blind ads," should not be used. A specific address and time for application should always be indicated.

Advertisements for persons to fill more responsible positions, however, such as junior and senior executives, advertising managers, department managers, buyers, and so on, should always be "blind." It is fully as important that advertisements for this grade of employee should not bear the firm's name and address as that advertisements for the type of employee first mentioned, should do so. (See Figure 69.)

Only a few men out of the mass can possibly qualify for responsible positions. Those few can best be selected from the letters they will write in reply to a "blind advertisement." Thus the employer saves himself much time which would otherwise be expended interviewing hopeless applicants. Moreover, the type of man desired for such a position will not

answer an advertisement which asks for an immediate personal call. He is a more permanent type of employee, gets a larger salary, costs more to hire, and should consequently be selected with greater care.

FOREIGN DEPARTMENT MAN-
AGER FOR BANK IN PORT-
LAND, ORE.; EXCELLENT OP-
PORTUNITY FOR A HIGH-
GRADE MAN; WRITE IMM-
EDIATELY, STATING EXPERI-
ENCE, NATIONALITY, AGE, AND
SALARY DESIRED. ADDRESS
"D. J." P. O. BOX 822, CITY
HALL STATION, NEW YORK
CITY.

MAN WANTED—Of seasoned experience in
exports, to take charge of branch office in
the Orient with staff of several men under him,
covering complete range of exports; new
branch of old, established, successful export
house; state in first letter education, experi-
ence, salary wanted, K. 479 Times Down-
town.

Figure 69. Examples of "Blind" Advertisements
for Executive Positions

Display Advertising

While the great bulk of employment advertising is done through the classified columns, display advertising has recently taken a place in this field.

It may be used effectively in advertising for high-grade executives, and for men to fill positions of particular responsibility. It appears in the regular advertising portions of newspapers and trade papers, and its additional cost is justified by its prominence. It has these special advantages:

1. Added attraction-value by reason of prominent position.
2. Opportunity for display not afforded in classified column.
3. Suggestion of importance of vacancies to be filled.

Still more recently, extensive display advertising campaigns have been installed by several large concerns for employees for routine work. This advertising may be carried as a part

MAVIS is selling so fast we need
100 additional girls, good salary,
agreeable work, pleasant surroundings,
experience not necessary. Apply

VIVAUDOU, Bush Terminal, 32-35th Street, Brooklyn



Figure 70. Sample of Display Advertising for Help, Used by the Makers of Mavis Toilet Goods

of the regular advertising of the company, as in the case with the Mavis toilet goods (see Figure 70), or in a separate campaign for employees, as in the case of the New York Telephone Company (see Figure 71). It may take the form



“Like talking things over at home”

When a girl visits one of our Employment Offices to find out about telephone operating she usually finds herself talking things over just as she does at home.

Friendly attendants explain the work and ask simple questions.

The chief requirements are health, common sense, good sight, good hearing. Girls 16 to 23 are eligible. Salary paid while learning. Apply today at

MAIN EMPLOYMENT OFFICE

1158 Broadway, Corner 27th Street, Manhattan
8 A. M. to 6 P. M.

BRANCH OFFICES

81 Willoughby St., Brooklyn
9 A. M. to 5 P. M.

453 East Tremont Ave., Bronx
12 M. to 9 P. M.

1336 Broadway, Brooklyn
9 A. M. to 5 P. M.

NEW YORK



TELEPHONE CO.

Figure 71. Illustration of Display Advertising for Help, Used by the New York Telephone Company

of display in newspapers and magazines, that of car-cards or posters, or that of cards and circulars. It is particularly effective because it serves more than one purpose.

1. It obtains employees.
2. It tells the public the excellent working conditions of the company, and it advertises the company's name.
3. It suggests that the demand for the company's product is so great that it is difficult to supply it.

Except for these differences, the principles discussed in Chapter IX apply in detail to advertising for office help, and need not be repeated here.

Advertising Not Always Desirable

Advertising is relied upon in a large measure to secure sufficient applicants for the merely routine positions. Business houses, especially department stores, find it difficult, however, to ascertain what proportion of their employees come to them of their own volition, and what proportion through the classified advertisements in the newspapers, since the regular daily advertisements keep the store constantly before the public eye. Because of this fact, business firms advertise in the classified columns of the papers only when absolutely necessary. Some stores are averse to much advertising for help, for they feel it may have a tendency to give those seeking positions the impression that the conditions of work are not all that could be desired.

2. Voluntary Applications

The basic qualifications for the lower positions in the store, office, or bank may be counted on the fingers of one hand. The sales clerk may through gradual promotion occupy any of the higher positions. The same is true of the clerk, book-keeper, or stenographer in the office or bank. This is one

reason why there is always a proportionately larger supply of voluntary applicants than is the case with the factory or shop, where the worker must be a specialist in some one of hundreds of units of operation, or else accept the menial rank of a common laborer. Girls, moreover, drift naturally to business houses where the entrance requirements are met by ordinary schooling; the work is considered easy, congenial, and socially acceptable. The result is that under normal conditions voluntary applicants are numerous.

3. Recommendation by Employees

Employees' recommendations of their friends bear good fruit. This fact was proved in connection with industrial plants, and it holds good of office workers. The employment office at Macy's store, New York City, displays a sign which reads: "We may have positions for your friends. Bring or send them in to us." The employment manager gives it as his opinion that the most desirable class of applicants are brought in through quiet solicitation by employees; that the older employees contribute greatly to the strength and quality of the personnel by their co-operation. The employment department can rely on the discernment and judgment of employees in recommending workers, because the employees know the kind of people wanted. Macy's employment department also testifies that employees so obtained enter readily into the spirit of the work, and as a rule develop more rapidly than those acquired from other sources. So much stress is laid upon the "recommended" applicant that \$10 is paid the employee for each applicant sent in who remains six months or more.

On the other hand, this method of securing applicants is not regarded so highly by the banks, whose work is, perhaps, of a more exacting nature for the beginner. Though they encourage the idea, they feel that caution must be exercised so

as not to give offense to well-intentioned employees by rejection of the men they recommended.

The employment department of a large New York bank, for instance, which is constantly seeking good material for its ever-increasing personnel, sometimes encourages its employees to recommend applicants. One clerk recommended a friend. The position the recommended man was to fill required accuracy in spelling. When the applicant visited the employment department he was given a test calculated to determine if he had that requirement. He failed miserably. Unwilling to injure the man's feelings by bluntly telling him he could not spell, the employment department had to use its utmost tact in rejecting him. They had been forced into the invidious position of offending the man who had made the recommendation, and his attitude betrayed the fact that he thought his judgment had been impugned, discouraging him from further efforts of that sort.

So often has this means of securing help caused embarrassment to employment departments of banks, that only secondary value is attached to it today. As a general policy, it is advisable to have a definite understanding with employees that all applicants directed to the employment office must qualify for the positions regardless of personal friendship or influence.

4. Employment Agencies

Employment agencies, both public and private, are excellent sources of supply for business help—much better for office employees than for manual labor; and they are frequently called upon by offices, banks, and stores.

In the up-to-date employment agencies, clerical and executive workers are no longer subjected to the evils which were associated with the old common labor employment agency. The modern agency (very often under the direction of an

expert in his line) studies the needs both of the employer and the employee, and thus renders an invaluable service.

In New York State, all employment agencies are regulated by law, and that fact gives employers an element of confidence in the agencies which they formerly lacked.

5. Educational Institutions

Commercial schools, high schools, and colleges are the chief source of supply of employees for business firms. Many business concerns expend their greatest efforts to obtain as much help as possible from these educational centers. The training secured by the applicants from those institutions fits them more thoroughly for the positions open to them. The general education afforded by the schools mentioned is of particular value to store and office workers.

College men and women are beginning to look upon the large business institutions as increasing fields of opportunity. The reason is plain. A big establishment, with a personnel ranging from two to five thousand workers, is actually equivalent to a community of ten to eighteen thousand people—that is to say, the number of bread-winners is as great as it would be in communities of the sizes mentioned. Commercial concerns of such magnitude, therefore, must secure well-qualified applicants. Thus, progressive business is reaching out for material on which to build a highly trained personnel.

Several business establishments in the larger cities already have special squads of college people representing several colleges, and further developments along this line may be expected. Not only are the firms encouraging the colleges to prepare their students for business careers, but they are contributing financial aid to assist the colleges interested in special branches of commerce and finance. Twenty of the leading department stores in the metropolitan district of New York city have raised \$100,000 to assist New York University in

preparing specially qualified and picked students for executive positions in these stores.

Many college students, and even high school students, are encouraged while attending school, to work part-time in business houses where their work may be observed. A good many are placed in this way, and remain permanently.¹

6. Reinstatement

Numerous concerns depend somewhat upon their former employees, and try, whenever possible, to reinstate them. The employment office of the United Cigar Stores follows this practice extensively. They have had remarkable success with it too. In seventeen years, the majority of the men who have left the concern, have made application to be reinstated, and have been re-employed. Former employees of 365 of these stores who returned from the war, were eventually put back to work.

7. List of Applicants

The practice of sending for applicants who have made applications, but could not be placed at the time of the interview, is a good one. One large chain-store company, having stores all over the country, keeps an application file of applicants and continues to keep in touch with nearly every man in the country who has once applied for a position. A certain department store, on the other hand, does not keep an application on file, because weeks or months may elapse before they would have need for the applicant's services. This, they claim, is done out of fairness to the applicant and the employer for whom he may be working. Should they promise to keep a person's application on file and send for him later, they might innocently be guilty of labor piracy.

¹For a more extended discussion of department store educational work, see "Economics of Retailing," by Paul H. Nystrom, Ronald Press Company, 1919.

An exception to the rule is a department store within which certain departments are subject to seasonal fluctuations. In this store, sales clerks of millinery and furs, and girls acting as models or designers, during the period of "layoff" will work in shops or find other employment at less pay to tide themselves over; and these workers are re-employed or reinstated at the beginning of a season.

CHAPTER XXII

ENGAGING OFFICE EMPLOYEES

Analyzing the Job

In Chapter VIII, we have already covered the reasons that necessitate job analyses, and we need not go over the ground again, except in so far as job analyses of the office, store, or bank, differ from those of the industrial plant. In certain respects, the difference is considerable. Following are several typical analyses for office positions.

ACCOUNTANT

Kindred Occupation. Auditor; cost accountant.

Description. The accountant makes a thorough study and analysis of the business and devises and installs the forms of books and accounts best adapted to meet the needs of the concern. Once a satisfactory system has been put into operation, the accountant oversees the general bookkeeping force and makes up statements of results when required. He interprets the results shown by the financial statements and prepares such special statements as are needed.

Qualifications. Should be familiar with general office practice and should have an analytical mind. Should have executive ability and be mentally alert. Should have graduated from an accountancy school of recognized standing, or have had equivalent experience.

Schooling. High School; higher education desirable.

AUDITOR

Description. The auditor checks up the work of the bookkeepers, reconciles accounts, takes trial balances, and gets the books in shape for making the statements and analysis sheets of the business. He prepares an official statement of the condition of

the books and is responsible for the accuracy of this statement. He helps the accountant make up new forms or change existing forms.

Qualifications. Should be familiar with general office and accountancy practice. Should be mentally alert and should have an analytical mind. Should have graduated from an accountancy school of recognized standing, or have had equivalent experience.

Schooling. High school; higher education desirable.

COMPTOMETER OPERATOR

Kindred Occupation. Calculating machine operator.

Description. The comptometer operator manipulates the comptometer, a non-listing calculating machine used in making various computations.

Qualifications. Carefulness, accuracy, manipulative skill. Course in comptometer operation.

Schooling. Common school, preferably high school.

CREDIT MAN

Description. The credit man investigates the financial standing and reputation of customers, and passes upon the extent of credit to be advanced them; approves or rejects charge sales.

Qualifications. He should be familiar with the commercial agency ratings and be able to read reports and statements correctly and intelligently. Should have some accountancy training and a thorough knowledge of credit instruments. He should have a thorough knowledge of trade and financial conditions, have keen business insight, should be a good judge of men, possess tact, have a good memory and be thorough.

Schooling. High school.

FILE CLERK

Description. The file clerk files away for safekeeping letters and other papers, and finds them promptly, when they are needed.

Qualifications. Should have had some general office experience and be familiar with the various filing systems. Should be a keen observer, a quick thinker, possess a good memory and a mind for detail. Should be thoroughly conscientious, accurate, and alert.

Schooling. Common school; standard course in filing, or equivalent.

STATISTICAL CLERK

Description. The statistical clerk compiles, checks, corrects, and tabulates statistical data and performs other statistical or incidental clerical work.

Qualifications. Should have had some experience in statistical work.

Should understand the use of one or more electrical and mechanical computing machines. Accuracy; manipulative skill.

Schooling. High school; courses in statistical methods.

STENOGRAPHER

Kindred Occupation. Typist.

Description. The stenographer records dictation in shorthand, which is later transcribed on the typewriter.

Qualifications. Intelligence; mental alertness; good memory; carefulness; neatness; should have graduated in stenography and typewriting from a school of good standing; special courses in English grammar, spelling, and punctuation.

Schooling. Common school; preferably high school.

When the analyses of all positions have been completed, they should be collected in a card index file and placed in the employment office. Each interviewer then has at his disposal the information necessary for effective selection.

Though these analyses are a mental aid to the employment manager, he must spend enough time around the store or office to learn something of the variety of work and the special characteristics of people required. In the department stores, where sales clerks are hired for many different departments and counters, the matter of physical appearance, temperament, and training required, varies widely. In such cases, the analysis of the position must be supplemented by actual investigation by the employment manager.

The Preliminary Interview

The preliminary interview has been discussed in Chapter X, but it is again brought up here for two reasons: First, a

INTERVIEW SHEET

Date.....

Position applied for.....

Name.....

Address..... Home Telephone No.....

Introduced by.....

Do you know any one in the Bank?..... Nationality.....

Have you any relatives in the Bank?..... Religion.....

Age.....yrs.....mos. Height...ft....in. Weight...lbs.

Single—Married. How many dependent upon you for support?.....

Father Born (Country or State)..... Mother born in.....

Are you an American citizen?..... What foreign languages can you speak?.....

What education have you had?.....

If working: a. Give name of employer.....

b. Position occupied.....

c. Why do you wish to leave?.....

d. Present salary.....

If not working: a. Where were you last employed?.....

b. Why did you leave?.....

c. Position occupied?.....

d. Salary received?.....

What is the minimum salary you will accept?.....

Experience:.....

.....

.....

.....

.....

(If you wish to make any additional remarks, use the back of this form)

Figure 72. Interview Sheet. (Size $6\frac{3}{4} \times 9\frac{1}{4}$.)

great deal more importance attaches to the preliminary interview in a business house than in an industrial plant; and second, the type of interview and the kind of questions to be asked are vastly different.

Figure 72 illustrates the type of interview sheet which may be presented to an applicant. If this form is not used in the preliminary interview, substantially the same questions may be asked of the applicant orally.

The preliminary interviewer acts as a "shock absorber," as it were, to the main interviewer; he should relieve the applicant of embarrassment and make him feel at ease. But if the applicant is to be eliminated from further consideration, the preliminary interviewer disposes of him with tact and dispatch.

It is a mistake to leave the preliminary interviewing to watchman or office boy, who may offend by curtness or overinquisitiveness. The atmosphere of the waiting-room should be informal and inviting, so that every faculty of expression possessed by the applicant may be encouraged. The period of waiting for the final interview should be no longer than necessary. Protracted waiting produces in many people a state of suspense, nervous tension, and uncertainty. On the other hand, the pleasant reaction created by a warm, friendly, and prompt reception will operate to offset the demoralizing effect of nervousness to such an extent that the applicant will give free play to his thoughts and expression.

Value of Preliminary Interview

The value of the preliminary interview is illustrated by the statement of the employment manager of one of this country's largest department stores:

We allow all applicants for positions to fill out application blanks and we accord everybody the courtesy of at least a brief interview. The only exceptions are those who are

physically unfit, grossly stupid or ignorant, intoxicated, or those who are unable to speak English. There are certain positions where we are able to use people who do not speak English. In such cases, we send for someone from our interpreter's force who helps them fill out their applications. We insist upon courtesy being extended to all, both before and after they enter our employ. Some people may argue that it is wasteful to allow anybody to fill out an application blank, but the cost is little or nothing compared to the results obtained and the time saved. It has been our experience that the average applicant wastes a great deal of our time if we see fit to grant him an interview before he has filled out an application blank. After interviewing the applicant and studying the completed blank, it is only a matter of a few minutes before we can decide whether he will make a desirable employee or not.

The Final Interview

If the applicant comes through the preliminary interview successfully, he should be given a final application form which embodies more detail than does the interview sheet. Figures 73a, b, and c are excellent examples of such sheets now in use by large concerns.

When the applicant has filled out one of the application blanks mentioned, he is ready for final interview.

In the larger institutions the main or final interview is conducted by a trained staff of interviewers, who dispose of the great majority of cases unaided, referring only exceptional cases to the employment or personnel manager. In the smaller establishments the employment manager is likely to see each of the applicants personally. The National City Bank of New York employs a staff of interviewers, four men and one woman, besides the head of the employment department, who is also assistant personnel director. The woman confines her interviewing to women applicants, a common custom in business houses.

Metropolitan Life Insurance Company

APPLICATION FOR POSITION

19

I hereby apply for a position with the Metropolitan Life Insurance Company, and in connection therewith state the following:

1. Name in full.....

2. Address.....

3. Age.....	4. Date of Birth.....	5. Place of Birth.....	6. Parents' Nationality.....	7. Married or Single, Widowed or Divorced.....
8. Number of Dependents.....			9. Relationship of Dependents.....	

10. Give names of two former teachers or School Superintendents and two personal references.

Name..... Name.....

Address..... Address.....

Occupation..... Occupation.....

In what way did you become acquainted with him?..... In what way did you become acquainted with him?.....

Name..... Name.....

Address..... Address.....

Occupation..... Occupation.....

In what way did you become acquainted with him?..... In what way did you become acquainted with him?.....

11. PREVIOUS EMPLOYMENT.

Name of Employer	Address	Business	Position	Salary	From	To	Why Did You Leave?

12. Are you related to anyone now in the employ of this Company? If so, give name and Division.

(OVER)

Figure 73. (a) Application for Position Blank Developed

13.

EDUCATION.

	Name of School	From	To	Years	Graduate
Grammar School
High School or Prep
College
Business School
Correspondence
Night School

14. What studies were you most interested in?.....

15. If you have had experience or training in any special kind of work, such as accounting, correspondence, stenography, typing, dictaphone operation, adding or calculating machine operation, specify fully what it is, and the amount of training you have had.....

16. Have you a preference for any special kind of work?.....

17. Of what church, clubs, teams or other organizations are you or have you been a member?

18. Do you live with parents or other relatives, board, rent, or own your own home?.....

19. Why are you seeking employment with this Company?.....

20. What have you been doing for the last three years in time not accounted for under Education or Previous Employment?.....

In order that the Metropolitan Life Insurance Company may be fully informed as to my personal character and my qualifications for employment, I refer to each of my former employers and to any other persons who may have information concerning me, requesting them to furnish to said Company a full transcript of their record of my service with them or any information they may have concerning me, particularly as to my personal character, habits and ability, also the cause of my leaving their employ, agreeing, as this information is furnished at my express request and for my benefit, to hold such persons harmless, and I do hereby release them from any and all liability for damage of whatsoever nature on account of furnishing such information. I also agree that a full transcript of my record as an employee, information as to my personal character, habits and ability, also the cause of my leaving the service, may be given any person with whom I may hereafter seek employment, and I hereby release the Metropolitan Life Insurance Company from any and all liability for damages of whatsoever nature on account of furnishing such information.

Letter of application attached.

by Metropolitan Life Insurance Company. } (Size 8 x 10½)

APPLICATION FOR EMPLOYMENT		<i>R. H. Macy & Co.</i> <small>INC.</small>		D. O. T. _____ TEST 1 _____ 2 _____ 3 _____	
EACH QUESTION MUST BE ANSWERED ACCURATELY AND FULLY UNTRUTHFUL STATEMENTS WILL CAUSE REJECTION OF YOUR APPLICATION					
				Date _____	
Name in full _____		Date of birth _____			
Address _____		How long have you lived at this address _____			
City _____		Married, Single Widow or Widower } _____			
IF PREVIOUSLY EMPLOYED GIVE NAMES AND ADDRESSES IN CONSECUTIVE ORDER OF ALL FORMER EMPLOYERS					
1	NAME OF LAST EMPLOYER	STREET	POSITION YOU HELD	MONTH	YEAR
			IF SELLING, WHAT SOLD	FROM	
		CITY		TO	
2	EMPLOYER BEFORE No. 1	STREET	POSITION YOU HELD	FROM	
			IF SELLING, WHAT SOLD	TO	
		CITY		TO	
3	EMPLOYER BEFORE No. 2	STREET	POSITION YOU HELD	FROM	
			IF SELLING, WHAT SOLD	TO	
		CITY		TO	
4	EMPLOYER BEFORE No. 3	STREET	POSITION YOU HELD	FROM	
			IF SELLING, WHAT SOLD	TO	
		CITY		TO	
IN SPACES BELOW GIVE NAMES AND ADDRESSES OF PERSONS (NOT RELATIVES OR FORMER EMPLOYERS) WHO CAN VOUCH FOR YOUR HONESTY, CHARACTER AND HABITS					
	NAME	(ADDRESS CITY AND STREET NUMBER)	WHAT OCCUPATION	KNOWN YOU HOW LONG	
IMPORTANT					
WHAT SCHOOL DID YOU ATTEND LAST? _____			ADDRESS OF SCHOOL _____		
WHAT GRADE OR CLASS WERE YOU IN WHEN YOU LEFT? _____			LAST TEACHER'S NAME _____		
WHERE YOU EVER IN OUR EMPLOY? IF SO, WHEN? _____			WHAT DEPARTMENT? _____		
IF ANY RELATIVE OF YOUNG IS IN OUR EMPLOY, GIVE NAME AND DEPARTMENT WHERE EMPLOYED _____					
IS YOUR FATHER LIVING? _____		IS YOUR MOTHER LIVING? _____		WITH WHOM DO YOU LIVE? _____	
DO NOT WRITE BELOW THIS LINE OR ON OTHER SIDE OF PAPER					
DATE EMPLOYED _____			DEPT. AND DISC NO. _____		
POSITION _____			LOCKER NO. _____		
SALARY _____			ENGAGED BY _____		
EMPLOYMENT SLIP					
NAME _____			DATE _____		
ADDRESS _____			DEPT. _____		
POSITION _____			EMPLOYMENT MANAGER		
The Section Manager or Head of Department To Whom This New Employee Is Sent, Will Endorse This Slip and Return it Immediately to the Timekeeper's Office					
ENDORSED BY _____					

Figure 73. (b) Application for Employment Form

EMPLOYEES' AGREEMENT

New York, _____ 191__

It is hereby understood and agreed, that I enter the employ of *R. H. Macy & Co.* with the distinct understanding that my employment may be terminated by them on any day without previous notice. I being likewise at liberty to terminate this agreement in the same manner. I promise to observe all the rules of the store, and faithfully to perform whatever duties may be assigned to me, and agree to report to my superiors (should it come to my notice) the name of any person injuring or defacing the building or the property of the firm, or committing any act of dishonesty.

I also agree to become a member of the "Macy Mutual Aid Association" and I hereby authorize and empower the firm for me and in my behalf to pay the treasurer of the "Macy Mutual Aid Association" the dues of a member assessed upon me, subject to its regulations or any arrears thereof, and to deduct the same from any wages or salaries due to me at the end of any week.

To all of the above I fully agree, without any reservations whatsoever.

Witness:

Name _____

Address _____

Dept. _____

THE APPLICANT WILL NOT BE HIRED UNLESS THIS FORM IS PROPERLY FILLED OUT.

REFERENCE TO DEPARTMENT MANAGER.

This applicant is sent from the office of the Employment Manager Date _____

To see _____ Dept. _____

Position desired _____

Please answer the following and return to the Office of the Employment Manager. (Signed) _____

Satisfactory? _____

If not state why _____

Work to begin _____

Salary position is worth _____

Remarks _____

Signed _____

Department Manager

RECORD OF TRAINING AND CONTINUATION CLASS STUDENTS.

T. C. Exam. { Textile _____ Continuation Class Exam. _____

{ Salesmanship _____ Period of Study:- From _____ to _____

Dept. Exam. _____ Remarks _____

(FOR STORE'S USE)

APPLICATION AND EMPLOYMENT AGREEMENT

(CIRCLE WORD APPLYING)

NEW EMPLOYEE Date _____ 192__

REINSTATEMENT 3 _____

GIVE NAME IN FULL

residing at _____ herewith apply for position
with **United Cigar Stores Company of America.**

Below in my handwriting please find **Absolute facts** for last 10 years regarding
my past life.

Born at _____ Age _____ Years. Nationality & Descent _____

Married or Single _____ Wife living _____ Children _____

Other dependents _____

Recommended by _____

Related to any one with Company and whom _____

Debts (give full details) _____

IMPORTANT NOTE: You must account for each and every employment even if temporary or for only a few days—to cover entire period of last 10 years, stating time (giving exact months and years; consult personal records or get this information from previous employers, etc.) at SCHOOL, UNEMPLOYED, EMPLOYED or in BUSINESS FOR YOURSELF AND IF IN BUSINESS FOR YOURSELF GIVE NAMES AND ADDRESSES OF SUBSTANTIAL PERSONS OR CONCERNS WITH WHOM YOU DEALT. A thorough investigation will be made both by this office and the Bonding Company of statements you make herein and if upon investigation it develops that you did not leave each employer in good standing, or that you were ever involved in anything unprincipled, or of a similar nature, or if for any reason the Bonding Company shall refuse to bond you, your application will not be considered.

TIME OF SERVICE				EMPLOYED AS	LAST SAL.	NAME OF EMPLOYER OR CORPORATION AND PRESENT ADDRESS	SUPERIOR OFFICERS NAME AND PRESENT ADDRESS	REASON FOR LEAVING
From		To						
Month	Year	Month	Year			(NAME)		
19		19				(ADDRESS)		
19		19						
19		19						
19		19						
19		19						
19		19						
19		19						
19		19						
19		19						

Figure 73. (c) Application and Employment Agreement Used

- (1) Were you employed here before, or did you ever make previous applications?
- (2) From what diseases have you suffered during your life time?
- (3) Is your eyesight good? State if you wear glasses
- (4) Have you a rupture or any other deformities, or have you had any bones broken?
- (5) Have you ever been operated upon; if so, for what?
- (6) Is there any tuberculosis (consumption) in your family?
- (7) Has any application made by you for a position ever been rejected on account of physical condition?
- (8) Have you ever lost or left a position on account of your health?
- (9) Has any application made by you for insurance ever been rejected?
- (10) Have you been successfully vaccinated against smallpox, and when?
- (11) Have you now or have you ever had any trouble with your feet?
- (12) Is there any reason why you should not work indoors for this Company?

To the best of my knowledge the foregoing statements are correct and complete.

Medical Dept. Signature of applicant

CLERK'S RECEIPT FOR BUTTON AND MANUAL

This is to certify that I have this day received from the United Cigar Stores Company of America one Pin or Lapel Button in the form of a shield, bearing thereon the emblem or trade-mark of the United Cigar Stores Company of America, which I agree in consideration of my employment by the United Cigar Stores Company of America to wear conspicuously at all times while on duty in any store of the United Cigar Stores Company of America, and Copy No. of the United Cigar Stores Company of America Manual, it being understood by me that such Pin or Button and Manual are now and are to remain at all times the property of said United Cigar Stores Company of America, being loaned to me; and I further agree to turn over and deliver said Button and Manual to the District Sales Manager in charge of the District in which I am employed or any officer of the Company or to the Employment Department upon demand. I do further agree that on quitting the service of the United Cigar Stores Company of America, either voluntarily or involuntarily for any reason or cause whatsoever, I will surrender such Pin or Button and Manual, as aforesaid, in good condition without a demand therefor. I do further agree that without regard to any other remedy which the said Company may have in the event of my failure or refusal to surrender said Pin or Button, it may retain out of all moneys due or to grow due to me for salary or otherwise, the sum of 25 cents for each Button received by me and not returned to the said Company, as aforesaid.

It is further understood by me that such Pin or Button confers no authority or power of any kind whatsoever upon any person by whom it is worn and that the said Button is not in any manner intended to confer any such authority or power.

Store Date 192..... Signature

EMPLOYMENT AGREEMENT

I hereby accept employment with the United Cigar Stores Company of America and/or such of its Associate and Subsidiary Companies to which I may from time to time be assigned, and agree to perform such duties as may from time to time be assigned to me, and do also agree that my compensation is to be such as may be determined from time to time by the Company, or any of its officers or the Employment Department.

My employment is by the day only and may be terminated at any time without cause or notice, and is subject to all rules and regulations adopted by the Company from time to time, which I agree to be bound by and comply with.

In presence of Signature of Applicant

Interviewed by
Employing Officer or District Sales Manager

For Position as Salary per week

DISTRICT SALES MANAGER WILL FILE THIS APPLICATION IN HEADQUARTERS AND
IF APPLICANT IS EMPLOYED MUST ATTACH THIS REPORT TO COMPLETED PAPERS

Every applicant to this concern must be referred to the head of the employment department for final approval after passing through the hands of an interviewer. If the position to be filled is in the executive ranks, the personnel director may wish to pass on the applicant's qualifications himself. Consequently, every applicant for prompt placement is interviewed by at least two persons, while in exceptional cases a third interview is necessary. Unless there is a possibility of immediate placement, the applicant merely fills out the preliminary interview sheet, which is filed for future reference.

The final interviewer, in a department store particularly, must often go much further than merely to ask questions and interpret answers. In such a store nothing will take so much from an applicant's chances for employment as an untidy or slovenly appearance, unless it is the cheap gaudiness of flashy clothes, combined with a free use of cosmetics. Overdressed men and women who apply to business houses for positions wonder why they are not accepted. A man, for instance, will come into the office with a cigar butt in one hand, the other hand in his pocket, and his hat tilted back on his head. He wonders why he is not given an application form, and becomes peevish when told as tactfully as possible that there are no vacancies in his line.

An Ingenious Method

The manner of dressing the hair, the poise of the head, etc., for instance, count for much in saleswomen. One store in sizing up an applicant uses an ingenious method which enables the interviewer to get a front, side, and back view of the person without embarrassment to either. This is accomplished by the aid of mirrors placed in such a position that the observation is made during the interview without the applicant being aware of the arrangement. (See Figure 74.)

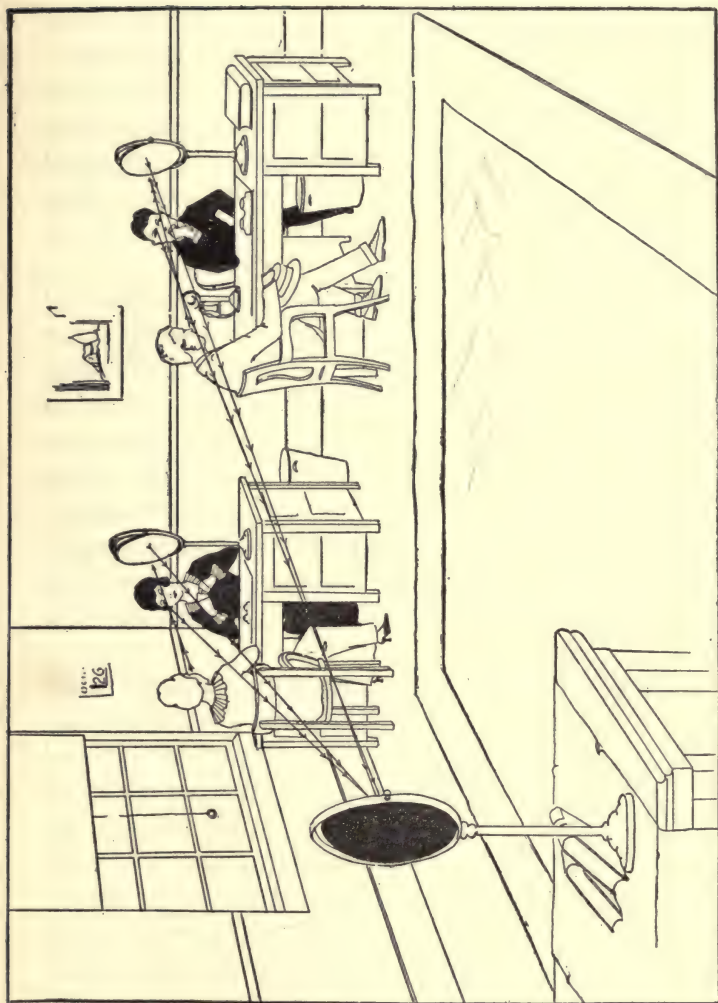


Figure 74. Obtaining Front, Side, and Back View of Applicants by Means of Mirrors
 By an ingenious arrangement of mirrors, the interviewer obtains a side and back view of the applicant, without his being aware of it.

For example: Dorothy Smith is interviewed for the position of saleswoman in the veil department. All details of her features, hair, and manner of expression are taken in by the trained eye of the interviewer with the aid of this mirror arrangement. The interviewer may find her acceptable in the main points of qualification, but lacking in some minor dress detail, which may be corrected after attention is tactfully called to it by one of the women attendants in the employment office.

Authority Centralized

As in hiring laborers and mechanics, the task of employing office and store help should be centralized in the employment department. This is true even though the department head in business houses, like the foreman in industrial plants, has been prone to believe that he could build a better organization if left free to do his own hiring and firing. He went on the principle that the employee's realization of the absolute power of his superior over the entrances and exits of business, created a consciousness of the necessity for making good at once that would not obtain when the employment department had this authority.

The protection afforded the employee by an employment department does not reduce the disciplinary influence of the department head. Where the work involves technical or special training, however, the department head should be consulted before a man is hired. By reason of experience and association with employees who he knows would be best suited for his department, he is, of course, able to draw out the special knowledge they possess. Business firms are no different from industrial plants in this regard. If there is any doubt in the mind of the employment manager about a selection, he should arrange to have the department head pass on the applicant. Indeed many firms still insist that the executive heads approve all selections for their departments.

Use and Abuse of Centralized Power

Two incidents, both of which actually occurred, illustrate briefly and vividly the usefulness and the possible abuse of centralized employment power.

The first incident occurred in an organization which was not convinced that an employment department would justify its expense. Its executives struck upon the unique scheme of sending around by messenger the brief application form which the applicant filled out at the request of an information clerk, and addressed it to the different heads in whose departments there was the kind of work the applicant was seeking. The department heads reviewed the application form, and, if interested, requested that the applicant be sent up for an interview. It was a common occurrence for a man to go through as many as five interviews—among which were usually one or two “third degrees”—before he was finally hired or rejected. The practice was at length discredited when investigation disclosed that department heads were daily wasting hours in useless interviewing—some of them taking advantage of this opportunity to discharge and replace whenever a new face particularly appealed to them. One fickle department head seemed to delight in this pastime and seldom held a man long enough for him to learn the job.

The second incident illustrates the abuse which an inefficient employment manager may make of his power; it argues, not against the centralization of the employing power, but against centralizing it in the hands of a tactless executive.

An aggressive salesman who had worked in the book department of the Wanamaker store, Philadelphia, sought a position in a Cleveland department store. On his way through their book department he remarked that there was much room for improvement in the arrangement of the stock and the quality of service afforded customers. Going to the employment manager, he suggested that his experience in that line

qualified him to bring about some very much needed changes. The employment manager, apparently hypnotized by the applicant's persuasive manner into a forgetfulness of his obligation to the head of the book department (who had not said that he needed any help there), hired the applicant on the spot, telling him to report for work the following morning. The young man reported early and made short shift of putting into effect his theories in regard to the arrangement of the stock. Indeed, he had one counter entirely rearranged by the time the department head arrived. This extraordinary activity on the part of an apparent stranger led the department head to inquire of the young man the nature of his assignment, and who was responsible for hiring him to do that work. The salesman explained that the employment manager had hired him on the strength of representations made as to his ability and past experience in that particular line. The irate department head vented his displeasure by dismissing the new employee on the spot.

There was nothing for the employment manager to do but uphold the department head's action and deplore his own haste in assigning the applicant to a position without observing the procedure, customary in that store, of having the department heads pass upon applicants selected for them by the employment manager.

General Methods of Selection

Business institutions do not indorse any particular methods of character reading. (See Chapter XI, "Picking the Right Man.") Their interviewers generally base their judgment of personality on the appearance and manner of a clerk. They observe the ordinary precautions in discriminating between the fit and the unfit, dependence being placed on the intuition and ability of the one doing the selecting. The aim is to find

out how closely the person's qualifications and aptitudes come to meeting the requirements of the job.

Psychological Tests

In the matter of psychological tests (see page 143), however, the store, office and bank, wherever possible, are including them as part of the employment scheme. In some places absolute dependence is placed on their value, an employee's capability being graded in accordance with the ratings deduced from the test. The value of psychological tests in business institutions is greater than their value in industrial plants, inasmuch as the qualifications for the former are more directly concerned with mental equipment and general intelligence.

Business institutions try, wherever possible, to apply these tests to the applicants collectively, following the example of the army, for the saving in time it allows. In one organization, a psychological test is given each week to all applicants who have been approved by the employment department since the last test. The applicants are called together in a classroom, and at the outset of the test the examiner makes a speech for the purpose of alleviating any fright on the part of the would-be employees. At the end of the examination the papers are gathered up, checked, and marked with the appropriate ratings. Some institutions feel that a psychological test of the usual length given individually, is not justifiable, considering the results obtained, but that where it is possible to give the test en masse, for the purpose of grading intelligence, it may be found worth while.

A Combination Test

Certain employment managers in business establishments feel that the application blank itself may be made up to constitute a sufficient test. The employment manager of one of the larger trust companies claims to have evolved a blank

form, from which he is able to judge with sufficient accuracy the applicant's qualifications and mental ability by an analysis of the finished application.

The extent to which the Metropolitan Life Insurance Company is committed on this point is described in the following excerpt from its booklet, "Welfare Work":

ENTRANCE INTO THE SERVICE

The care of the company begins with the psychological examination for employment. This examination was prepared by Professor Thorndike of Columbia University and seeks to measure the mental ability of the applicant. The examination was based upon a careful study of the work required in the various divisions of the Home office, in the hope of placing a successful applicant at the work for which he is most fitted. The tests are based on the psychology of association, reaction tests, etc. All employees entering the clerical service of the company at its home office are given this examination. Inquiries are now being made to determine whether this examination has improved standards.

The company has continued a contribution of \$500 to the Bureau of Salesmanship Research, affiliated with the Carnegie Institute of Technology. It is hoped that a series of tests may be found which will secure for us a high grade of employees for our field force and may result in a reduction of the labor turnover. It is hoped that by such tests, persons best qualified for the business will be selected.

Occupational Examination

Some business houses, considering the occupational examination more practical than the psychological test, use it in ascertaining the amount of ability possessed by applicants in the line of work they represent. (See page 153, "Trade Tests.") Industrial plants rely upon the trade tests. Business houses use the equivalent in applying the "occupational examination," although in a more restricted way, because of

the difficulty in making up an examination of requisite brevity that will adequately qualify salesmen, purchasing agents, advertising men, etc., whose duties are not laid out by route or confined within limits usually ascribed to the artisan or tradesman in industry. The civil service under the government and states relies wholly upon examinations; with what success, however, in securing the best qualified persons is still a debatable question. At any rate, business houses have not adopted the idea except for such work as is performed by the stenographer, the correspondence clerk, and possibly some branches of common clerical work. One reason for this is that the amount of time and effort consumed in holding the examinations, rating the papers, etc., renders it impracticable if the help is needed at once. Stenographic and similar tests, are, however, almost a necessity. They are not difficult to conduct and they practically insure that all who pass them are of the required standard in both speed and accuracy. In giving these tests three letters are dictated at the rates of 60, 80, and 120 words per minute respectively, and the grade depends upon the proportion of misspelled words, omissions, and typographical errors of one kind and another. A similar test, with the shorthand omitted, is given dictaphone operators whose work is of the same nature.

Letter-Writing Important

The Chase National Bank has incorporated a letter-writing test as part of the application blank, and all who apply for clerical work must demonstrate their ability to compose an acceptable letter before being hired. (See Figure 75.) This letter is used in choosing and promoting help already employed as well as men whose applications are on file. When a correspondence clerk is needed, these application forms are referred to first, a few of the best are picked out, and the employees sent for and given a competitive test in letter-writ-

THE CHASE NATIONAL BANK
OF THE CITY OF NEW YORK

Application for Employment

10. The applicants are not related to him. They should be householders and persons known him well during the past five or more years.

The applicant is requested not to refer to any officer or employee of the service in which he is engaged.

NAME	ADDRESS	BUSINESS	NO. OF YEARS ACQUAINTED

I hereby certify that to the best of my knowledge the answers given above are absolutely true* and correct in every detail.

Signature _____

On the next page the applicant will write a letter to the Bank in which will be set forth what he considers his own qualifications for successful work in the banking business.

Figure 75. Application for Employment Incorporating Letter-Writing Test. Used by Chase National Bank of New York. (Size $8\frac{1}{2} \times 11$.)

ing, the result determining who will be promoted to the vacancy.

Mentality Tests

Tests for comptometer machine operators are generally used successfully. One large office, employing more than 3,000 people, gives trade or occupational tests for clerks, stenographers, etc., in groups. In several department stores, occupational examinations for junior sales clerks are made up of written tests in elementary mathematics, covering fractions, percentage, decimals, discounts, etc., which the clerks use continually in their work. An outline of these pre-employment tests as practiced in the R. H. Macy and Company store, and typical of those used in many places, is sketched below.

In order to establish a minimum standard of education for those entering its employ, this store has found it necessary to give tests for mentality, involving simple problems in arithmetic and questions for the purpose of the testing the ability to use the written and oral work. In addition to mentality tests, tests for vision are required of the following classes of applicants:

- | | |
|---------------------------|------------------------------|
| 1. Section managers | 9. Merchandise markers |
| 2. Stenographers | 10. Cashiers |
| 3. Comptometer operators | 11. Sales clerks |
| 4. Dictaphone operators | 12. Drivers |
| 5. Typists | 13. Wagon boys |
| 6. Receiving clerks | 14. General clerical workers |
| 7. Entry clerks | 15. All juniors |
| 8. Merchandising checkers | |

Tests for color are required only by those who apply for work in departments where recognition and matching of colors is essential.

Mentality tests vary slightly in accordance with the work which is to be undertaken. For instance, the test in general dexterity exacted of a comptometer operator, is similar to that exacted of a typist, for both classes of work require the ability to copy rapidly through the touch system. However, these two classes of work differ in general knowledge; the former involves a knowledge of figure combinations, while the latter involves a knowledge of letter combinations.

Tests Should Vary

In comparing the requirements of stenographers and typists, it is evident that the stenographer must have all the requirements of the first-class typists, plus the ability to take and transcribe dictation at a given rate. Likewise the dictaphone operator is a typist with the additional quality to transcribe the oral word as reproduced by the dictaphone.

Tests should be carefully applied to each class of applicants. Even to the same class of applicants, different tests should be administered, if necessary. For instance, the test required of a sales clerk in a yard goods department should be more difficult in arithmetic than the test required of a sales clerk in a cloak and suit department where fractions and decimals will rarely be met. On the other hand, in the cloak and suit department the ability to express thoughts fluently is more essential. The last-mentioned example is given to emphasize the fact that the same test should not be given for different grades of the same work.

Tests Raise the Standard of Employees

As a result of tests such as those mentioned above, it is possible to install training classes to develop employees from a fixed minimum standard of education to a higher standard. Were tests not administered, there would be no means of

knowing where training should begin; the general education of employees might vary from a very low standard to one which is desirable. Under the test system, only the desirable applicants are employed. The employment manager, after carefully examining the applicant for general appearance, suitability for the position, and recommendations, sends the applicant to the department of training for mentality, vision, and other tests. If the applicant fails to pass these tests, although the recommendations are satisfactory, he is rejected. Failure to pass the vision test means that the applicant is rejected until his vision is made normal by the use of suitable glasses. If the applicant's vision is beyond adjustment to normal, the test is final, and he is rejected for good.

Business Recommendations

Before an employee is considered permanent, his references are usually investigated. Business houses in general apparently attach considerable importance to an applicant's past history and connections. They pay little attention to voluntary recommendations, such as "To whom it may concern," promiscuously issued to an applicant, and refuse to issue that sort of recommendation themselves. The practice is to exchange references directly between firms, the applicant being concerned only with naming the places where he has worked.

Wherever an applicant's previous employers can be reached in person, a representative of the firm is often sent out to consult them. Many concerns go over an applicant's record for the ten years preceding his entrance to their employ.

Among banking institutions, a high code of ethics prevails regarding the hiring of employees. A bank will not engage the services of a clerk who is in the employ of another bank, without first obtaining the consent of the latter to the person's release. Some firms have co-operated to the extent of ex-

changing information regarding vacancies, and regarding their own employees who have struck "blind alleys," or who have been limited in advancement in the institutions where they work. In this way provision is made to release employees who may have better opportunity for promotion with other concerns.

CHAPTER XXIII

ASSIGNING AND PRELIMINARY FOLLOW-UP SUPERVISION

Pretraining Supervision

In office work, permanency of employment is apt to be contingent upon the standard of work maintained during the first few months of service—the length of the trial period varying from four weeks to six months. To give a new employee every chance to make good, no opportunity should be overlooked to smooth the road for his unfamiliar feet.

The provisions that are made for definite training and educational work are discussed in Chapter XIV. Even before that, however, there is need of a close follow-up supervision while the employee still feels that he is a “stranger in a strange land.” This is accomplished in one administrative office by employing the services of a capable woman, known as the “house mother,” who, among other duties, looks after the interests of new women employees, makes friends with them, and generally sees that they are made one with the rest of the “family” as soon as circumstances will permit. This same service is offered the new man employee by a member of the employment office staff. The employment manager in both instances receives reports regarding the new arrivals and, where advisable, renders personal assistance.

Adaptability

Observation soon reveals the deficiencies or fitness of a clerk in the job to which he was first assigned. If training is given, the preliminary follow-up takes place concurrently

with that process, as in some of the department stores where the learner is required to visit the whole store in company with the instructor, whose observation soon enables him to index the likes and dislikes, aptitudes, and propensities of his protégé. If the latter is interested, for example, in selling chinaware, or shoes, or furniture, or clothes, he is assigned to a department handling one of those commodities.

A certain man found his best usefulness through the willingness of the employment manager to "watch and wait" during a trial period. Without special training in any occupation, except that obtained in the army as a truck-driver in the A. E. F., this man was tried out in the receiving department and then in the timekeeping department, but failed to give satisfaction in either. He was then assigned to the maintenance and repair department. Follow-up supervision and observation had suggested to the employment manager that this employee might have ability to direct the work of other persons, and when the man in charge of the above-mentioned department was suddenly taken ill, the opportunity to test the ex-soldier was afforded. He proved so competent in handling men that the section surpassed any previous record for efficiency. The consequence was that he climbed step by step until he was eventually made assistant superintendent of maintenance. His value to the concern many times repaid the firm for its trouble in securing the necessary adjustments to help him "make good."

The Probationary Period

The usual probationary period for new employees in business institutions is three months. In government civil service work, six months is stipulated as the trial period. The requirements and policies in connection with the employee's status during that term vary with the policy of the individual concern as dictated by its requirements.

The newcomer is of course anxious to "put the best foot forward" during the probationary period, for the inference is that he will be dropped at its termination if he has not met the requirements. He should have the support of whatever aid the house can furnish, in this effort.

The First Rough Spots

A new job may be depressing to the spirits of the employee. The details of the work seem difficult to master; the bustle and apparent confusion round him are distracting to his attention. The new stenographer, for instance, is in mortal terror of being unable to read her notes or of making errors that will bring a reprimand. A sympathetic attitude on the part of associate and department heads aids greatly in helping the newcomer over this difficult period.

Everyone in an institution who contributes to the ease of mind and confidence of a new employee is a missionary for the company and is promoting its best interests, and incidentally performing an act which in itself is a source of satisfaction.

A successful department head in a mail-order house, who believed in setting a good example in this respect, made it a rule to talk personally with the employees hired for his division. In the course of the conversation he explained that no one was more eager to be of service to them than himself, and that no advantage would be taken of their unfamiliarity with either the surroundings or the job. Thus he inspired confidence at the outset. The spirit he engendered was contagious and the fine courtesy among employees that was nurtured in this atmosphere made for enduring loyalty.

The Introduction Committee

The employment department, in particular, should be able to offer assistance which is definite and based on systematic procedure. Social usage and good manners require the

formality of an introduction between strangers. A new employee and his prospective job could be classified in the category of "strangers," without much stretching of the imagination; and good manners very aptly suggest that they be fittingly introduced. A reception or introduction committee is usually appointed for this purpose and is the agent of the company for putting a man at ease in his new surroundings. In every department of the Macy store, for instance, there is a reception committee whose duty it is to take charge of the new employee. These committees, made up of several persons, are selected at a conference between the employment manager, the service manager, and the department head. The qualities sought in each member of the committee are those which one seeks in the ideal "big sister" and "big brother." In such a committee there must be no feeling of authority, but only a kindliness of spirit prompted by the conviction that this is the right place to work, from the point of view of health and happiness and also the possibility of advancement.

The members of the committee must be amply endowed with patience; they must show a willingness to answer questions and evince a desire to make the new employee feel that he is a part of one large family. The new employee should be introduced to the other workers in his department and to the executives with whom he will come into personal contact.

Duties of the Committee

The scope of work for such a committee is well outlined in the following pamphlet, issued to its reception committees by this department store:

In order to make new employees feel at home, particularly those who have never worked in a department store before, it has been decided to appoint certain people in each department as an informal reception committee. The section manager or department head, upon receipt of new employees,

will introduce them to one of the designated committees, who will in turn see that each new arrival is made to feel welcome in the department and at home in the various employees' departments throughout the house. The persons selected for this work should feel that it is a service which they can render to their fellow-employees, which will do much to assist in creating that sort of store spirit which is most desired by the firm and the management.

In order to make the duties of this committee plain and maintain similar standards in all departments, the following routines are suggested for its guidance:

1. After meeting new employees personally, be sure that they are properly introduced to their next in command, as for instance, the head of stock or the head of whatever section they are to work in. They should next be introduced to the other employees with whom they are to work.
2. Make sure that they are thoroughly familiar with the location of the different sections of their department.
3. Show them where the time-sheets are to be found and explain how they are used.
4. Point out the nearest washroom and explain the rules that govern the leaving of their departments.
5. At the time designated by your section manager or department head take these new employees around the building, showing them the following places:
 - (a) Any other department closely allied with their own, such as any manufacturing department, workrooms, special reserves, or anything of that kind.
 - (b) Manager's office and checking desk.
 - (c) Locker-rooms. If possible, try to point out their own locker-rooms and explain which entrance and exit they should use.
 - (d) Place where tubes for discs are found in the morning with explanation of how time discs are used.
 - (e) Lunchroom. If possible, arrange to go to lunch with new employee or see that someone in the department does so for the first day.

- (f) Recreation room. Point out the library, department of training, etc.
- (g) M. M. A. hospital.
- 6. See that shopping hours are properly explained and the rules regulating the obtaining of shopping passes, etc.
- 7. Be sure that you express a willingness to give further information when so desired.

Follow-up Plans

To make sure that the work of the reception committee has been properly carried out, a report, such as the one shown in Figure 76, should be filled out by the person appointed to represent the reception committee from any department.

REPORT OF RECEPTION COMMITTEE

The member of the Reception Committee who accepted the care of the new employee mentioned below must fill out this blank.

This report to be brought to Miss. (Department of Training) when the new employee has been with us for one week.

1. Name and number of new employee.
2. Date employed.
3. What have you shown this employee:
 - (a) In the department.
 -
 -
 -
 - (b) Around the building.
 -
 -
 -

Figure 76. Report of Reception Committee. (Size 8 x 5.)

This report, duly filled in by the person representing the reception committee, is a guaranty that the work of the committee in making new employees acquainted with their surroundings has been fulfilled. Used by R. H. Macy and Company.

An official of a large store where this system is in use said:

It was found previous to the existence of the reception committee that many of the workers in the store, notwithstanding years of employment, little dreamed of the existence of some of the departments remotely situated. For example, our factory on the eighth floor, the hospital with its attending physicians and nurses, and the reception room with its diverting attractions. Many of the employees have never been taken through our delivery department. Does the average stock clerk realize that unless this part of the organization is kept up to the highest efficiency, the painstaking effort to make a successful sale might be all for naught? It is to be expected that with a knowledge of the functioning part of the store, the questions of an impatient customer can be much more intelligently answered by a new as well as by an old employee. We hope, therefore, to acquaint old and new with the working of the various departments by an organized system of familiarizing them with the details.

The reception committee has also the added feature of introducing the new co-worker to the social gatherings, that have their main office in the recreation room for the girls, and the men's club for the men. Both of these institutions were organized with the fundamental idea that "all work and no play makes Jack a dull boy," and I might add that Jill must be included in this also.

In conclusion, the reception committee forms the important function of starting the newcomer with a correct impression of the store. First impressions, if favorable, make for permanency of employment and satisfaction in one's work, and the responsibility, to give a happy yet fair "first impression" rests largely in the future with the reception committee.

Further Follow-up Measures

The progressive follow-up should continue beyond the probationary stage. It will then become an item of no little

consequence in guiding the employee's career with the firm along the right channels. It will furnish information that bears directly upon his efficiency as a contributing unit of value to the organization.

The National City Bank furnishes a good example of how progressive follow-up is conducted in a banking institution. Interviews are given three months after employment, three months later, and thereafter every six months. The three blanks used for this purpose are shown below.

The progressive record (Figure 77a) is taken care of by the employment office. A continuous record of transfer and promotion is entered on the front page; the back is used for recording the results of physical examination, which is a part of each follow-up. This blank is a fold-over container for the two other blanks, copies of which come in to be filed after every follow-up date.

The personal report blank (Figure 77b) after being filled out by the department head from his personal knowledge and observation, receives the OK of the division head who sends it to the employment office. The employment office then sends a notice to the employee named in the blank, to report for interview in one week. When the employee presents himself, the employment manager, with the department head's personal report before him, proceeds with the interview, recording his findings on the report on personal interview sheet. (Figure 77c.) The progressive record folder with its contents is filed with the employee's personal file in the employment office.

Another Type of Follow-up

Another type of follow-up record, in use by the Chase National Bank, embodies sections descriptive of the duties and details of the position under consideration. The form (Figure 78) is a fold-over designed to contain two other

forms, the personal history card and the cause of leaving slip. The follow-up record is submitted periodically to the employment department, which upon its receipt sends for the

No. _____

PROGRESSIVE RECORD

NAME _____ Date Entered Bank _____

Date of Birth _____

RECORD IN THE BANK

Department	Entered	Left	Position	Salary	Remarks

PROGRESSIVE RECORD

NAME _____

PHYSICAL EXAMINATIONS

Date	Examined by	Condition

Figure 77. (a) Progressive Record of Employees' Transfers and Promotions and Physical Examinations Used by National City Bank (face and reverse). (Size 8½ x 11.)

employee to be interviewed and works out a comparative analysis that is recorded under the heading "Revised Rating and Report."

Return at once to EMPLOYMENT BUREAU

PERSONAL REPORT

Date _____ 19__

NAME _____ Department _____

Position or Nature of Work _____

(Make description comprehensive and specific)

Punctuality _____ Approximate Overtime Work _____

☐ 1. Enthusiastic Worker ☐ Interested ☐ Lacks Interest☐ 2. Exceptional Aptitude ☐ Ordinary ☐ Slow☐ 3. Trustworthy ☐ Unreliable☐ 4. Exceptionally Accurate ☐ Ordinarily ☐ Inaccurate☐ 5. Tactful ☐ Lacks tact☐ 6. Exceptionally Rapid ☐ Ordinarily ☐ Slow☐ 7. Gives excellent co-operation ☐ Satisfactory ☐ Antagonistic☐ 8. Very pleasing address and personality ☐ Good ☐ Unattractive☐ 9. Proper Amount of self-confidence ☐ Fair ☐ Lacks☐ Over-Confident☐ 10. Marked executive ability ☐ Fair amount ☐ No evidence☐ 11. Unusual degree of Initiative ☐ Good ☐ Lacking☐ 12. Very courteous ☐ Average degree ☐ Rude**SUMMARY**☐ Consider exceptional workman ☐ Average workman ☐ Poor workman

SPECIAL REMARKS: _____

S

A brief statement must be made as to the capacity and character of the employee

Department Head

KINDLY HAVE YOUR DIVISION HEAD INITIAL THIS REPORT

Figure 77. (b) Department Head's Personal Report on Employee, Used by National City Bank of New York. (Size 8½ x 11.)

Report No.

REPORT ON PERSONAL INTERVIEW

Date.

1. Has employee any suggestions or criticisms?
2. What discussion was had in regard to Educational Work?
3. Is employee married?
4. Opinion of ability
5. Spirit
6. Do you feel that employee is in Department for which best fitted?
7. Is an increase in salary recommended?
8. Remarks:

.....
Interviewer.

Figure 77. (c) Employment Manager's Report on Personal Interview with Employee, Used by National City Bank of New York. (Size $8\frac{3}{8} \times 10\frac{7}{8}$.)

EMPLOYEE'S REVIEW BLANK

NAME..... Class..... Position.....
 Department..... Division..... Section.....
 Date Appointment..... Date Birth.....
 Present Annual Salary \$..... Maximum for Position \$.....
 Date of last Increase..... Times late absent during past twelve months.....

DUTIES

	CHECK IN SQUARE AND GIVE BELOW DETAIL OF POSITION		
Supervises.....		 "Snags"
Analyzes.....		 Assembles
Audits.....		 Tabulates
Approves.....		 Posts
Translates.....		 Typewrites
Investigates.....		 Writes
Inspects.....		 Indexes
Checks.....		 Files
Dictates.....		 Operates
Prepares.....		 Punches
Reviews.....		 Draws
Compares.....		

WORK: Accuracy..... Appearance..... Amount Accomplished..... General Ability.....
 MENTALITY: Intelligence..... Memory..... Initiative..... Alertness.....
 Reliability..... Quickness to Learn..... Interest in Work..... Adaptability.....
 DEPARTMENT: Attention to Work..... Courteousness..... Personal Neatness.....

NOTE: RATE ABOVE AS FOLLOWS: 1 MEANING "ABOVE THE AVERAGE," 2 MEANING "AVERAGE,"
 3 MEANING "BELOW AVERAGE."

REMARKS: (Frank expression of opinion from head under whom clerk is working as to faults, bad habits, etc.)

Recommend increase in above case to \$..... per annum.
 Recommend change of Class from..... to.....
 Approved Meeting..... Increase effective.....
 Approved.....

FOR THIRD VICE PRESIDENT

HEAD OF BUREAU OR DEPARTMENT

Figure 79. (a) Blank for Reviewing Employee's Work and Department, Used in the Equitable Life Assurance Company (face). (Size $8\frac{1}{2} \times 11$.)

A Third Type of Follow-up

The employee's review blank of the Equitable Life Assurance Company (see Figure 79) contains a complete record of follow-up, and is submitted to the employment department by department heads periodically. The first follow-up is made one month after employment. If the report is "below average," the employment department follows up the employee every month until he raises his standard of work and deportment.

<u>ACTION OF SALARY AND RETIREMENT COMMITTEE</u>	
Meeting.....
Approve increase to.....	\$.....per annum
Date increase effective.....
Change class from.....	to.....
Date change of class effective.....
Reason for disapproving increase:.....
Remarks:.....
..... CLERK TO COMMITTEE	

Figure 79. (b) Reverse of 79a, Used for Recording Approval or Disapproval of Wage Increase

to a more acceptable level. Thereafter the review is made at the anniversary of his appointment, when consideration is given to salary increase and promotion.

The Rating Card

The Macy store uses a rating card for sales clerks. (See Figure 80.) On this card is recorded the rating given the employee by the training department instructor, the manager of the department in which the employee works, and the section manager. On this card also, the employee notes his

own judgment of his progress. The card is filed in the personnel department and is used as a basis for promotion and transfer.

Information Booklet

Before leaving the subject of introduction and follow-up, mention should be made of the "rules and regulations" in-

Salesclerk's Rating Card							
Name		Number		Date of Employment			
DEPT. OF TRAINING RATING				Sec. Mgrs. Rating		Dept. Mgrs. Rating	
				Self Rating by Employee			
Attendance at Classes	10 pts. max.	Physical Fitness	5 pts. max.				
Appearance	5 " "	Appearance	5 " "				
General Intelligence	5 " "	Courtesy	5 " "				
Interest	5 " "	Initiative	5 " "				
Courtesy	5 " "	Accuracy	5 " "				
Accuracy	5 " "	Interest	5 " "				
Formation of Figures & Letters	10 " "	Knowledge of Mdse.	10 " "				
Ability to Figure	10 " "	Knowledge of System	5 " "				
System Test	45 " "	Stockkeeping	10 " "				
Total Rating		Selling	25 " "				
Recommendations:		Mdse. Test	20 " "				
		Total Rating					
Sig. of Instructor	Date						
Authorized by	Date	Recommendations					
Passed by	Date	Signature of Examiner				Date	

Figure 80. Sales Clerk's Rating Card, Used by R. H. Macy and Company.
(Size 8 x 5.)

formation furnished employees. The newcomer should have the rules and regulations in handy form for reference. Most business firms issue a guide of the sort similar to that shown for industrial workers in Appendix A.

With such an informative booklet, and with the encouragement of a cordial reception and a constructive follow-up supervision, the new employee is enabled to begin his work with enthusiasm, and to pursue it to the best of his ability.

CHAPTER XXIV

TRANSFERS AND PROMOTIONS

Transfers the Province of the Employment Manager

We have noted in Chapter XVI that one of the most important phases of the employment manager's work in industrial plants is his relation to transfers. This is no less true of the office.

The reasons why a worker in an office, store, or bank should desire a transfer from one department to another, or should be so transferred to save him to the firm, are substantially the same as those set forth in the chapter already mentioned and need not be repeated here.

However, let us impress on the employment manager several things, even at the risk of repetition.

1. It is unwise to ignore personal preference.
2. Unrest and dissatisfaction are not always to be censured. They are very often the evidences of a desire to grow, to learn, or an indication of the capacity of greater responsibility.
3. But if these manifestations are not accompanied by a sincere effort toward self-improvement, they may mean that the employee is simply a will-o'-the-wisp.
4. Do not forget that there is such a thing as a wholesome dissatisfaction with one's work and progress.

Objections to Transfers Less Than in Industry

In Chapter XVI we went into, in some detail, the objections of foremen and department heads to the right of transfer

being vested solely in the employment manager. Happily, this right has not been so seriously contested in the store, office, and bank, owing, perhaps, to the less complex conditions.

Transfer and Turnover

The employment manager who does not give due consideration to the question of transfers overlooks one of his best opportunities to reduce labor turnover and to preserve the nice balance that betokens a smoothly working mechanism. He must listen alike to the man who has succeeded in mastering his job and now seeks to advance, and to the misfit who detests the kind of work he is doing. He must be aware of personal peculiarities among both employees and supervisors that will furnish him with deductions upon which to base confidential advice and warning. He must pursue his investigations with an open mind and an accurate knowledge of circumstances. He must be as careful in placing the transferred person as he would be in qualifying a new applicant. The percentage of success of most employment managers in making selections is not high enough to warrant any feeling of infallibility. He is likely to hear from those he has misplaced sooner or later, either through the department head or the employee himself, when he will have a chance to rectify the blunder.

Practical Example of a Transfer System

The United Cigar Stores Company arranges transfers upon the request of employees and at the suggestion of a store superintendent or district sales manager, when the reasons given justify such transfers. A clerk may be transferred to another store, thereby saving him carfare and permitting him to go home to his meals. He may even be transferred to one of the stores in another city, that he may benefit by a climatic

change. A clerk may be shifted because of incompatibility with surroundings. A clerk with a knowledge of foreign languages may be transferred to a store catering to foreign patronage. These and many other reasons suggest the advisability of transfers, whereby the employees and the company may benefit mutually.

Charting Transfer Data

A very interesting and effective plan for charting transfer data is employed in the Macy store. It was originated and developed by Mr. Kerzberg, employment manager in charge, through whose courtesy a reproduction here has been made possible. (See Figure 81.)

The card embraces a comprehensive record of the employee's present and past status in the concern, his schooling, past experience, personal qualities, and information as to his age, place of birth, address, etc. The numbers at the top (left) represent the departments in the store. These are arranged in four parallel lines, one above the other, 45 to the line. Red, green, yellow, and black clip tabs, corresponding in the order named with each of the four parallel rows of figures, are used as signals in calling attention to experience which the employee has had that is similar to the work of the department indicated. These tabs, when placed over the squares, are an index to the department experience in question. Each vertical row contains four numbers; the color guides are the same width as the squares, and when attached to any block indicate whether it is the first, second, third, or fourth number of that row of four. The red refers to all the numbers in the first parallel line of figures, green to the second, yellow to the third, and black to the fourth. When an employee is hired, a complete record of him is made on the card and a tab indicating the department to which he is assigned is clipped over the appropriate square. If a red tab is clipped over 1

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it means that the employee is assigned to department No. 1 (linens); if a green tab is clipped over block 1 it indicates department No. 46 (men's and boys' shoes); if a yellow tab is clipped over the same block, it designates department No. 91 (misses' skirts and waists); if a black tab is used, it refers to department No. 136 (public service bureau).

A Concrete Example

Let us assume, for instance, that a Miss Smith is hired for department No. 93 (children's hats). A yellow signal tab would be clipped over block 3, the color indicating that the third number directly underneath was denoted. If she were employed for the china and glassware department, a red tab would be clipped over 15; whereas if a green tab was to be clipped there, it would indicate that Miss Smith was in department No. 60 (linings); a yellow tab, that she was assigned to department No. 105 (sewing machines).

Further Utility of the System

To demonstrate further the utility of the card: An employee may have worked in several departments of the store; she may have received training for another department or she may have had experience in other stores along the line of work carried on in any of the departments represented by the numbers. All the information could be shown by clipping a colored tab over the appropriate squares. One card may thus have six or even more signals clipped to the top. Miss Smith's card may show at a glance that she has had experience or training in the work of several departments—red over 2, laces; black over 45, public service bureau; yellow over 9, artists' materials; green over 36, clocks and bronzes.

It may be necessary to transfer Miss Smith temporarily or permanently from the department in which she is employed.

In this event the tab reference to past experience and training would guide the employment manager in placing her elsewhere.

Again, let us assume that a special sale is about to take place in the linings department. A reference to the file of cards in all departments but linings would show those with green tabs over block 15 an immediate index to all clerks who had had similar experience or training to that required in department 60. In this case, those that could be spared would be transferred to department 60 to meet the emergency, thus avoiding the necessity of going outside for new employees.

The arrangement described is not so much to show the department in which the employee is working, as it is to give reference to his or her past experience. The location of the cards would be taken care of by filing them alphabetically by departments.

The four rows of fifteen figures each at the upper right, refer to the symbols of the psychological components which are collaterally grouped on the back of the card (Figure 81) and used to check the result of the psychological test given each employee. The same color arrangement is used to index this information; the same tabs are clipped on to "flag" personal characteristics as are used to indicate experience and training on the other group of numbers. For instance, square 37 on the back of the card contains the word "concentration" which has been checked as one of the outstanding qualities brought out in the psychological test. A yellow tab clipped on square 7 will instantly give reference to those found to possess this ability in an unusual degree.

Transfer and Success

In many business houses we find a policy obtaining which gives every employee an opportunity to make request for transfer, but favorable action is not taken, as a rule, unless the

employee has been successful where he or she was placed. Transfers are, in general, a distinct factor both in reducing labor turnover and in strengthening the morale of the entire personnel.

The Philosophy of Promotion

Intelligent promotion as a stimulus and aid to esprit de corps, happiness, and fulness of interest in the personnel force, has received more deliberate treatment in business organizations than it has in industrial plants. The latter, with their more complex array of trades, operations, and traditions—not to mention the greater variety of working types—have a wider field to chart. The philosophy of promotion is the same, however, in both fields.

An employee should not be held to one job simply because he does it well; such work is proof, usually, that he is ready to tackle a more difficult position.

To provide these openings through which a man may lift himself higher, is a function primarily under the control of the employment department (see Chapter II), for promotion rightfully belongs to those who demonstrate their ability to meet it, and should even be thrown in the way of employees ordinarily “blind” and “deaf”; for these latter may need a little urging to start them along the road of self-advancement. Promotion furnishes incentive for hard work and earnest application.

Promotion may take the form of a transfer to another department, a raise in pay on the same job, or of advancement to higher position in the same department.

Avoiding Mystery

Every employee should have the opportunity of learning the work on all sides of him, if he is so disposed. It is a

mistake for either supervisors or employees to surround their work with an air of mystery, as some are prone to do, seemingly urged by fear that their co-workers will learn too much about it. Fear of competition is undoubtedly the source, and is so prevalent in some concerns that the employment manager may have a difficult task to overcome it. Office people often make the mistake of blocking the way of those in minor positions by assuming this air of mystery, to the detriment of their own advancement as well as that of others. If this spirit spreads unchecked it may result in the stagnation of an entire firm.

Practice of a Merchandising Concern

A prominent business house has made plain to its employment manager and all its executives, that constant watch must be kept for desirable employees who deserve promotion. The manual issued to employees specifically states that promotion is sure to follow a display of ability and willingness. When vacancies occur in any department a notice is posted to that effect and employees are invited to make application for the position.

The employment manager of this establishment is also concerned in salary advancement. Recommendations for salary increases, submitted by department heads, are passed on by a salary committee composed of the superintendent of training and the employment manager. Each recommendation is carefully investigated and the employee's ability, loyalty, and general deportment are taken into consideration in the adjustment that follows. In addition, the jobs are so graded as to desirability and salary that automatic promotion in position or salary takes place, if no adverse criticism of an employee is received. Most of the really high-salaried positions in this organization are held by persons who started as low as messengers and counter clerks.

A Chain Store Plan for Promotion

Another merchandising establishment, operating many stores, regards promotion as the big factor in retaining its best employees. All new employees in their stores start at the same salary and position without regard to previous experience. Advancement thereafter is dependent upon merit and ability. The reason for this is apparent when it is understood that they handle one line of goods only and hire but one type of worker—the counter salesman. All the higher positions are filled by promotion from among the employees on the regular force. New employees spend some time in the school store, learning prices and facts as to the commodity handled. An exception is made in favor of the person previously employed by the company, who may be taken on at a higher salary than that given to beginners, because the work is not new to him and he would not have to take up the time of the other clerks with questions as to rules of procedure, prices, location of goods, etc. District sales managers may submit recommendations for wage increases and promotion, which are not specifically taken care of in the scheme of grading positions and salaries that has been worked out and administered by the salary committee.

The firm mentioned follows practically the same policy in its administrative office.

The Opportunity for Initiative

The aggressive type of man finds more room for endeavor in office work than in manual labor. In the banks, for instance, the more ambitious messenger spends his spare moments in the departments making himself useful, and incidentally learning how to operate adding machines, billing machines, and methods of doing routine clerical work. The progress made is recorded by the department head, who reports

to the employment department when sufficient proficiency is gained by the messenger to warrant promotion.

The plodding, unassertive man, on the other hand, may find that progress is not so rapid as in other lines of work, for the average office has only to a limited extent determined the feasibility of grading and classifying positions and salaries along predetermined lines.

Practical Promotion Plan

It is difficult consistently to satisfy all employees' ambitions for promotion. Some are so obtuse that they feel discriminated against if the other fellow gets promotion, when a bit of self-analysis would show them that the fault for their own stagnation was personal. On the other hand, an injustice may really be done by oversight, neglect, or even personal prejudice on the part of the supervisor. To eliminate as much as possible the element of chance, a system of standardizing and classifying jobs, ratings, and salaries should be adopted. A large insurance company has established an excellent groundwork for such a system by grouping the clerical work as follows:

Classes F to D	Junior clerks
Class C	Senior clerks
Class B	Special clerks
Class A	Technical clerks

Another insurance company has gone to the extent of classifying all positions in the home office, at the same time establishing minimum and maximum salaries.

The Understudy Method

The "understudy" method of promotion already mentioned in Chapter XVII, is practicable in almost any kind of organiza-

METROPOLITAN LIFE INSURANCE COMPANY APPLICANT'S RATING CARD			
Name	Age	Dependents	Experience
RATING			
FACTOR	PERSONNEL DIVISION RATING	SECTION RATING	EDUCATION
Letter of Application 2 4 6 8 10			Grammar School No. of Years Grad.
Appearance and Manners 2 4 6 8 10			High School No. of Years Grad.
Education and Experience 2 4 6 8 10 12 14 16 18 20			College No. of Years Grad.
References Employers and Teachers 2 4 6 8 10			Business College Course How long
Mental Examination 2 4 6 8 10 12 14 16 18 20			Correspondence Course How long
General Impression 2 4 6 8 10 12 14 16 18 20			
Total			
Church and Other Affiliations		Special Qualifications	
Preference as to Kind of Work		Family	
Reason for Seeking Employment			
Remarks:			
Date	Date	Date	
Int. by	Int. by	Assigned to	

Figure 82. (a) Applicant's Rating Card, Used by Metropolitan Life Insurance Company. (Size 8 x 6.)

METROPOLITAN LIFE INSURANCE COMPANY

Rating Scale for Employees of Grade of Assistant Section Head or Above

EXPLANATION OF FACTORS FOR RATING.

INTEREST IN WORK—A desire on the part of the employee to become familiar with his own work and the work of the Section, including the advanced positions; willingness to do extra work; or, in any other way, subordinate personal desires to the interests of the Company.

APPEARANCE AND MANNERS—Businesslike neatness of dress and person, correct carriage, bearing and good manners.

CO-OPERATION—Ability and willingness to work well in conjunction with others.

INITIATIVE AND RESOURCEFULNESS—Ability to institute improvements and changes of method and to originate and carry out such changes.

LEADERSHIP AND DISCIPLINE—Ability to secure quantity and quality production, maintain loyalty and enthusiasm, and avoid infraction of rules or waste.

TRAINING EMPLOYEES—Ability to thoroughly train clerks and instruct regarding changes.

MANAGEMENT—Ability to maintain a reasonably functioning organization where the work is accomplished accurately and quickly and at the smallest possible cost.

COMPLETION AND USE OF RATING SCALE.

The rating scale is used as a unit of measure to facilitate the accurate rating of employees and should be carefully prepared. First, having in mind "Interest in Work," only select an employee who is well acquainted with the duties of the position. Next, select the employee who, in "Interest in Work," alone, is poorest and enter his or her name opposite the numeral "10." Enter opposite numeral "6," the name of an employee who, in "Interest in Work," alone, is Average, or midway between the other two. Enter opposite "3," the name of an employee who in "Interest in Work,"

is midway between the Best and the Average, and enter opposite "4," the name of an employee who, in "Interest in Work," is midway between the Poorest and the Average.

Following the same procedure, enter in the column for each factor the names of employees, ranking them in order of merit, from best to poorest. It is essential that entirely different names will be selected for each factor, though names may be repeated.

This rating scale is for your personal use in rating employees from time to time, and is your private property.

RATING EMPLOYEES.

Individual rating slips will be furnished for each employee. When rating an employee, consider only one factor at a time and determine which of the employees on the rating scale under that factor he or she most resembles. The numeral opposite such an employee's name on the rating scale is the rating of the employee under consideration and should be entered on the rating slip for that factor. Do not enter the employee's rating in each of the other factors in the same manner and enter them on the rating slip.

REVIEW OF RATINGS.

The rating slips will be forwarded to the person designated as "Reviewer." The reviewer may rate such employees as he is well acquainted with in the manner described in the preceding paragraph. He may also rate employees who are not familiar with the duties of the position on the rating slip or, if there be none, on the individual rating slip. For those employees with whose work he is not familiar, he may either enter lower or higher ratings, if he has reason to believe that the primary ratings for the group are generally too high or too low, or he may simply check the primary ratings. After filling out the slips, he will send them to the Personnel Division.

SCALE

Interest in Work	Appearance and Manners		Co-operation		Initiative and Resourcefulness		Leadership and Discipline		Training Employees		Management	
	10		10		10		10		15		15	
	8		8		8		8				12	
	6		6		6		6		9		9	
	4		4		4		4		6		6	
	2		2		2		2				3	
												30
												24
												18
												12
												6

Figure 82. (b) Rating Scale for Employees of Grade of Assistant Section Head or Above, Used by Metropolitan Life Insurance Company. (Size 9 x 6.)

METROPOLITAN LIFE INSURANCE COMPANY

Rating Scale for Employees Below Grade of Assistant Section Head

EXPLANATION OF FACTORS FOR RATING.

QUALITY OF WORK—Accuracy, primary importance, but neatness, thoroughness and method of expression are also included.

RAPIDITY OF WORK—The speed with which an employee performs work.

INTEREST IN WORK—The degree to which the employee becomes familiar with his own work and the nature of the work, and the degree to which he takes an interest in the work, or, in any other way, subordinate personal desires to the interests of the Company.

APPEARANCE AND MANNERS—Businesslike neatness of dress and person, correct carriage, bearing and courteous manner.

CO-OPERATION—Ability and willingness to work well in conjunction with others.

COMPLETION AND USE OF RATING SCALE.

The rating scale is completed by the committee rating of employees in the Home Office, regardless of position occupied, who, in your opinion, is Best. Enter his or her name in the first column opposite the numeral "40." Next, select the employee who, in "Quality of Work," is next to the Best, and enter his name in the second column opposite the numeral "32." The name of an employee who, in "Quality of Work," alone is Average or midway between the other two. Enter opposite "32," the name of an employee who in "Quality of Work" is midway between the Best and the Average, and enter opposite "16," the name of an employee who, following the same procedure, enter in the column for each factor the names of employees ranging from Best to poorest, considering only one factor at a time. It is probable that entirely different names will be selected for each factor, though names may be repeated.

This rating scale is for your personal use in rating employees from time to time and is your private property.

RATING EMPLOYEES.

Individual rating slips will be furnished for each employee. When rating an employee, consider only one factor at a time and determine which of the employees on the rating scale under that factor he is or is most resembles. The numeral opposite such employee's name on the rating slip is the rating to be entered in the column headed "Primary." Decide on the employee's rating in each of the other factors in the same manner and enter them on the rating slip. Where two or more persons are designated to make primary ratings for the same employee, they will, after making individual ratings, confer and agree on a rating, and enter the "committee" rating on a separate rating slip, in the column headed "primary."

REVIEW OF RATINGS.

All individual rating slips and, if there be any, committee rating slips, will be forwarded to the Personnel Division as soon as they are received. The rating slips are to be compared with the manner described in the preceding paragraphs and will enter such ratings in the column headed "Review" on the committee rating slip or, if there be none, on the individual rating slip. For those employees with whose work he is not familiar, he may either enter lower ratings than he has reason to believe they deserve, or he may simply check the primary ratings. After finishing the slip, he should sign it and forward it to the Personnel Division. After he has checked or on which he has entered his ratings, he will send them together with all the other slips to the Personnel Division.

SCALE

Quality of Work	Rapidity of Work	Interest in Work	Appearance and Manners		Co-operation
40	20	20	10	10	10
32	16	16	8	8	8
24	12	12	6	6	6
16	8	8	4	4	4
8	4	4	2	2	2

Figure 82. (c) Rating Scale for Employees Below Grade of Assistant Section Head, Used by Metropolitan Life Insurance Company. (Size 9 x 6.)

METROPOLITAN LIFE INSURANCE COMPANY					
Rating Slip for Employees of Grade of Assistant Section Head or Above					
Rate According to Printed Instructions and Return Promptly to PERSONNEL DIVISION					
Employee's Name	Department		Division	Section	Date
FACTOR	Primary	Review	Personnel	Position Occupied.	
Interest in Work 2-4-6-8-10				Nature of Work.	
Appearance and Manners 2-4-6-8-10				Number of Clerks Supervised.	
Co-operation 2-4-6-8-10				Should Employee Hold Position of More Responsibility?	
Initiative and Resourcefulness 2-4-6-8-10				Number of Dependents and Relationship.	
Leadership and Discipline 3-6-9-12-15					
Training of Employees 3-6-9-12-15					
Management 6-12-18-24-30					
TOTAL					
We certify that we have complied with the instructions for rating, and that the above rating is fair and just, according to our knowledge and belief.					Reviewer's Initials
Signed:				19.....

Figure 82. (d) Rating Slip Used by Metropolitan Life Insurance Company for Employees of Grade of Assistant Section Head or Above. (Size 9 x 6.)

METROPOLITAN LIFE INSURANCE COMPANY												
Rating Slip for Employees Below Grade of Assistant Section Head												
Rate According to Printed Instructions and Return Promptly to PERSONNEL DIVISION												
Employee's Name	Department		Division	Section	Date							
FACTOR	Primary	Review	Personnel	ATTENDANCE RECORD—LAST SIX MONTHS								
Quality of Work 8-10-24-32-40				<table border="1"> <tr> <th colspan="3">Holidays or Days Absent</th> <th rowspan="2">Number of Times Tardy</th> </tr> <tr> <th>Vacation or Leave</th> <th>Sickness or Personal</th> <th>Other Causes</th> </tr> </table>		Holidays or Days Absent			Number of Times Tardy	Vacation or Leave	Sickness or Personal	Other Causes
Holidays or Days Absent			Number of Times Tardy									
Vacation or Leave	Sickness or Personal	Other Causes										
Rapidity of Work 6-8-12-16-20				Is Clerk fitted for higher grade of work?								
Interest in Work 4-8-12-16-20				If so, what?								
Appearance and Manners 2-4-6-8-10				Should Clerk be transferred to other work?								
Co-operation 2-4-6-8-10				If so, what?								
TOTAL				Has Clerk special ability?								
Position Occupied.				If so, what?								
			Number of Dependents and Relationship.									
We certify that we have complied with the instructions for rating, and the above rating is fair and just, according to our knowledge and belief.					Reviewer's Initials							
Signed:				19.....							

Figure 82. (e) Rating Slip Used by Metropolitan Life Insurance Company for Employees Below Grade of Assistant Section Head. (Size 9 x 6.)

METROPOLITAN LIFE INSURANCE COMPANY SALARY SLIP									
Presented to Personnel Division for consideration as to whether an increase in salary shall be allowed									
Employee's Name			Department		Division		Section		Date
DATE APPOINTED	PRESENT POSITION			LAST INCREASE		PRESENT SALARY	SUGGESTED INCREASE		
	Title	Grade No.	Length Service	Amount	Date		Amount	Date	
COMMENTS: 19..... Signed:									
(FOR USE OF PERSONNEL DIVISION)									

Figure 82. (f) Slip Used by Metropolitan Life Insurance Company in Consideration of Salary Increase for Individual Employee. (Size 9 x 6.)

tion and is helpful to all other methods used. It involves the keeping of separate records of the following nature:

1. A card record for every individual position carrying responsibility, with the names thereon of several men in the employ who can be considered possible understudies.
2. A separate record card for every man who seems to have talent or executive possibilities, entering on the card all the possible positions the man might fill.
3. Frequent reference to these cards in the light of the organization's requirements and the growth and development of the men.
4. Training of understudies and direction of their education so they can be utilized when occasion arises.

Useful Forms

In this connection, a complete set of rating cards used by the Metropolitan Life Insurance Company for calculating promotions, will serve to show how a practical promotion system may be worked out. (See Figures 82a-g.)

CHAPTER XXV

ABSENTEEISM, TARDINESS, DISCHARGES

Absentee Losses

An earlier chapter noted how vital were the questions of attendance and promptness in industry. But they are even more important in the office. Indeed, they are questions that affect the office in a far greater degree than they do industrial plants; for if a man is either late or absent in an office he is usually paid for the time lost—thus the office is out both the services of the man and its own money as well. That is not true of the ordinary industrial plant. There, if a man is absent or late, the amount of the time he loses is deducted from his wages, so that while the plant is still the loser, it is not the loser to the same extent as the office.

Encouraging Promptness and Attendance

As has been said in Chapter XVIII, the members of the employment office staff, together with the department heads, are responsible for reducing tardiness and absence to the minimum. This can be done by almost innumerable plans to foster and encourage the spirit of promptness and attendance.

Banner Competition

One company has inaugurated an attendance banner competition between departments and sections. The section which has the best record for attendance and punctuality for three months is entitled to display the banner in its quarters. Keen but friendly rivalry has resulted, individual employees in each

section striving to outdo the other; for in addition to bringing the honor of winning the banner to their department, there is the additional incentive offered of a week's salary to the employee attaining a specified standard of attendance during the year.

Attendance Bonuses

Attendance bonuses in the concern mentioned amounted to \$28,118.24 in one year, and the records of the company show that competition and rewards are very effective. Absence credits because of illness have been provided on a graduated scale, against which an employee may have charged days of sickness and other unavoidable absence. These credits are graded so that length of service is emphasized and encouraged:

Length of Service	Absence Credits
Less than 1 year.	1 day for each month of service in any calendar year at two-thirds pay.
1 year or over, but less than 5 years.	12 days each year at two-thirds pay.
Over 5 years but less than 10 years.	12 days at full pay.
Over 10 years but less than 15 years.	15 days at full pay.
Over 15 years but less than 20 years.	18 days at full pay.
Over 20 years but less than 25 years.	21 days at full pay.
Over 25 years.	24 days at full pay.

Vacation as a Reward

In a representative New York department store, the employees who are neither tardy nor absent for all or any part of a day for four consecutive weeks, are allowed one-half day's vacation in the summer season. A perfect record

throughout the year gives them an additional week's vacation with pay. To equalize this liability and give the company a "sporting chance," the employees must suffer one day's suspension if late four times in any four consecutive weeks.

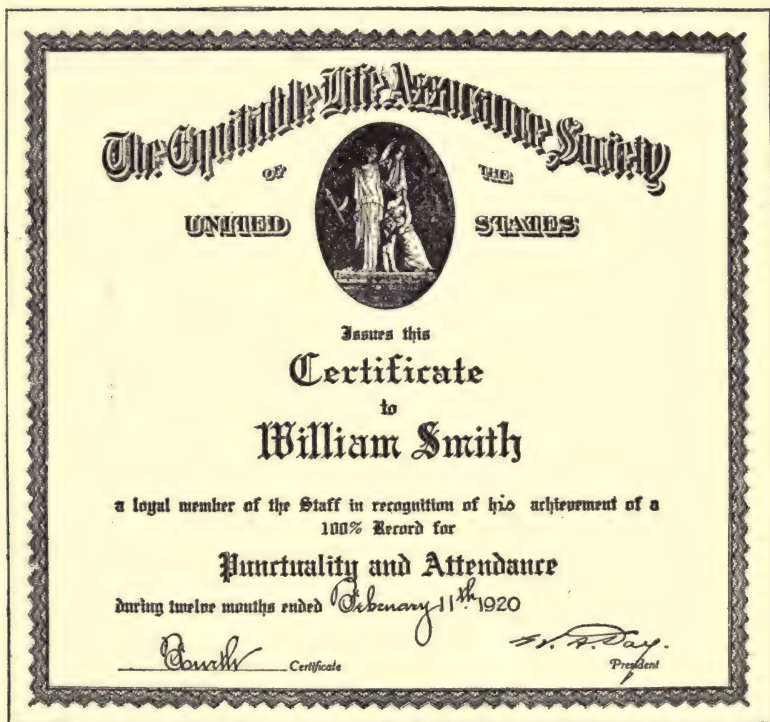


Figure 83. Honor Certificate for Punctuality and Attendance Given by the Equitable Life Assurance Company. (Size $8\frac{1}{4} \times 7\frac{3}{4}$.)

Other Plans of Reward

Another store organization gives an extra week's pay at the end of a year, if the employee is not late more than once during that time.

To those whose records show 100 per cent punctuality

and attendance for one year, the Equitable Life Assurance Company gives an honor certificate (Figure 83) signed by the president of the company which is, of course, very highly prized.

Following Up Absentees

Absentees should be followed up by phone call, letter, or personal visit. A person appointed by the employment office or the department head himself may make these visits. As a courteous reminder, the employment manager may send a card similar to that shown in Figure 84 to late employees.

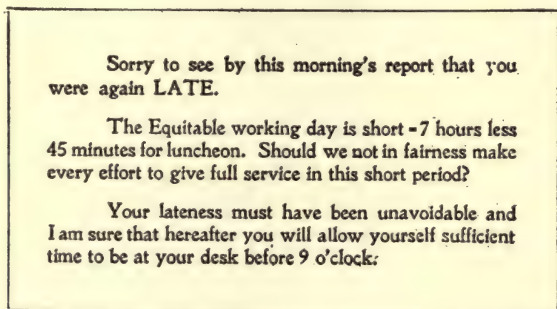


Figure 84. Reminder Card to Employees Habitually Late. (Size $4\frac{7}{8} \times 3$.)

Better still, a visiting committee, such as the Sunshine Committee of the Equitable Life Assurance Company, may be appointed to do this visiting. The Sunshine Committee investigates absentees who have been out for five days. Its representative carries with him a simple gift of flowers or fruit, expressive of the sympathy and best wishes of fellow workers. As the name suggests, he carries sunshine into the home by his manner and tries to fill the sickroom with cheer and optimism. The Equitable Company has worked out a very comprehensive absentee and tardy system, which is introduced here, since it is applicable to almost any business.

Keeping the Records

Attendance records are kept either on clock cards or on time-books signed by employees. Clock cards go direct to the time-keeping department; and arrival sheets in the time-book to the department head for his approval. From both these sources the tardy and absent ones are reported to the employment department.

The time-book system works out in this fashion: Employees coming to work sign their names in the time-book, giving the exact time of arrival. Promptly at 9 A.M. a red line is drawn under the last name entered. Employees coming in after 9, must sign up on a "late sheet" similar to the one shown in Figure 85. The arrivals are then verified, and the entries approved by the department head.

The Departure Sheet

It is sometimes necessary for employees to leave early and sometimes necessary for them to work overtime. On those occasions a departure sheet (Figure 86) forms a part of the system of records.

Summary of Absences and Lateness

A summary of the lateness and absences of each employee is kept in the employment office on the form shown in Figure 87, absence being indicated by a circle in the square and lateness by a cross.

The Honor System

In a firm where there is objection to installing a time-clock method of recording punctuality and attendance, an "honor" system may be substituted, such as is used by a Baltimore concern. Each month, every employee is given a blank card (Figure 88) on which to keep the daily record of his arrival,

All That Lateness Counts For You In Last Hour Days

LATE

ALL THOSE COMING INTO THE OFFICE AFTER 9 A. M., MUST SIGN ON THIS SHEET AND NOT IN THE DEPARTMENT TIME BOOK. ALL ABSENCES OF WHICH THE TIME-CLERK HAS BEEN NOTIFIED MUST ALSO BE RECORDED HEREON. AT 9.15 NAMES OF THOSE WHO HAVE NOT YET SIGNED EITHER IN THE TIME BOOK OR UPON THIS SHEET MUST BE PLACED HEREON BY THE TIME CLERK. CHECK (✓) REASON FOR ABSENCE.

DEPARTMENT _____
DIVISION _____
SECTION _____

DATE _____

NAME	TIME	H. D.	ILL	VAC.	JURY	DEATH IN FAMILY	ILLNESS IN FAMILY	MILITARY SERVICE	REASON FOR TARDINESS

TIME CLERK

HEAD OF DEPT. OR BUREAU

EXTRACT FROM EXECUTIVE ORDER NO. 27:
"The signing of Time Books shall be supervised by a responsible Clerk detailed by each department head and at 9 o'clock a red line shall be drawn across the entrance column of the Time Books."

Figure 85. Sheet for Recording Tardy Employees, Used by Equitable Life Assurance Company. (Size $8\frac{1}{2} \times 11$.)

DEPARTURE

ALL THOSE LEAVING THE OFFICE AFTER 4.30 P. M., OR PRIOR TO THE REGULAR CLOSING HOURS, MUST SIGN ON THIS SHEET.

NAME	TIME	REASON FOR DELAYED OR EARLY DEPARTURE	TO BE FILLED OUT WHEN SUFFER OR OVERTIME MONEY IS TO BE PAID		
			OUT	IN	OUT

TIME CLERK

HEAD OF DEPT. OR BUREAU

DATE _____

Figure 86. Departure Sheet for Recording Employees Leaving Before or After Closing Hour, Used by Equitable Life Assurance Company. (Size $8\frac{1}{2} \times 10\frac{3}{4}$)

		JAN. FEB. MAR. APR. MAY. JUNE JULY AUG. SEPT. OCT. NOV. DEC.												DATE APPOINTMENT;																					
		DEPARTMENT;																																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
JAN.																																			
FEB.																																			
MAR.																																			
APR.																																			
MAY																																			
JUN.																																			
JUL.																																			
AUG.																																			
SEP.																																			
OCT.																																			
NOV.																																			
DEC.																																			
DAYS CARRIED FORWARD																																			
														1913		1914		1915		1916		1917													
														TIMES LATE TIMES ABSENT		TIMES LATE TIMES ABSENT		TIMES LATE TIMES ABSENT		TIMES LATE TIMES ABSENT		TIMES LATE TIMES ABSENT													

Figure 87. Summary of Absent and Late Employees. (Size 9 x 6.)

departure, the number of hours he worked and whether he was late or absent. The employee turns this in to the chief clerk or department head at the end of the month. Only a

Month _____		Dept. _____		Name _____		Regular Hours							
NOTICE: You are to keep your own time on this card and surrender same promptly to the Assistant Cashier at the end of each month.													
Day of Month	Actual Time In	Actual Time Out	Total		Late (Yes or No)	Absent account Sickness, Personal Business or Vacation (Indicate which)	Day of Month	Actual Time In	Actual Time Out	Total		Late (Yes or No)	Absent account Sickness, Personal Business or Vacation (Indicate which)
			Hrs.	Min.						Hrs.	Min.		
1							17						
2							18						
3							19						
4							20						
5							21						
6							22						
7							23						
8							24						
9							25						
10							26						
11							27						
12							28						
13							29						
14							30						
15							31						
16							Total						

Figure 88. Daily Record Card Kept by Employee Himself. (Size 8 x 5.)

few instances of falsification have been noted. The plan is similar to that of putting college students on honor in an examination.

The Power of Discharge

The centralization of the power of discharge in the employment department has been discussed in a preceding chapter; it is fully as necessary in the office as in the factory. The department heads in business houses do not delude themselves any more with speculations as to the superiority of old-fashioned methods. It has been a comparatively simple matter to convert them to the belief that the employment manager, being held largely responsible for reducing labor turnover,

should have the final decision in separations. At the same time, co-operation between the two must be continual and unselfish, no action upon the case of any employee at any stage being complete without the right of participation by both.

Dealing with Recommendations for Discharge

Following is an excellent method, now in practical use, of dealing with recommendations for discharge. Suppose a department head submits a recommendation to the employment department to the effect that John Smith has been indifferent to his work, frequently late, and a source of trouble generally, and that he has tried to get John Smith to realize that discipline in the office would not be worth much if such an example were to continue long. When this is brought to the attention of the employment manager he sends for John Smith and proceeds to draw him out as though the purpose of the interview were to get better acquainted with him. The conversation is then gradually led around to his work and how he is getting on in the department to which he was assigned. By skilful questioning the employment manager learns the "lay of the land" without referring to the specific reason for the interview unless it is really advisable to do so. In this way the employee is encouraged to unburden his mind if he has any reason to assign for his poor showing. The facts obtained from the interview may lead to a very different handling of the affair from what might have been expected.

One banking firm never discharges an employee; it accepts his resignation instead. It very often happens, but in most cases as a last resort, that the employee is kept on the pay-roll until another position is found for him, either through his own efforts or with the aid of the employment department.

LOCATIONS-NEW EMPLOYEES																															MONTH OF												2												Total	Per Cent
Department	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total	Per Cent																							
ADJUSTMENT																																																								
ADDRESSER, M. & ST.																																																								
ADVERTISING																																																								
ASSEMBLY ROOM																																																								
AUDITOR																																																								
GEN'L. AUDITOR																																																								
ACCTS. & RECONCILE																																																								
ANALYSIS & INTEREST																																																								
BN. BKR. ACCTNS.																																																								
CHECK & REC. FILES																																																								
GEN'L. BOOKKEEPING																																																								
BOOK																																																								
BUILDING																																																								
CLERK																																																								
CHECK DESK																																																								
CITY COLLECTION																																																								
COOK																																																								
COLLECTION LEADERS																																																								
COLLEGE CLASS																																																								
COMPTROLLER																																																								
COUNTRY COLLECTION																																																								
COUPON COLLECTION																																																								
COUPON PAYING																																																								
CREDIT																																																								
CUSTOMERS SECUR.																																																								
DISCOUNT																																																								
EMPLOYMENT																																																								
EMERGENCY BP. & TIP																																																								
F. R. D. No. 1																																																								
2																																																								
3 & 4																																																								
5 & 6																																																								
7 & 10/11																																																								

(Continued on next Page)

(Continued on next Page)

Figure 89. (c) Record of Locations of New Employees. (Size 11 x 8 1/4.)

○

○

4

		MONTH OF												TOTAL	PER CENT																				
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL	PER CENT	
MEN																																			
WOMEN																																			
TOTAL																																			

INTERVIEWS

MEN																																			
WOMEN																																			
TOTAL																																			

ABSENTEES

BANK																																			
MEN																																			
WOMEN																																			
BUILDING																																			
MEN																																			
WOMEN																																			
RESTAURANT																																			
MEN																																			
WOMEN																																			
TOTAL																																			

Figure 89. (d) Record of Transfers, Interviews, Absentees, (Size 10 $\frac{1}{8}$ x 8 $\frac{1}{2}$.)

REASON		MONTH OF _____																															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL
1 TO BRANCHES																																	
2 TO ALLIED COMPANIES																																	
3 LEAVING CITY																																	
4 RETURNING TO SCHOOL																																	
5 MARRIAGE																																	
6 LEAVE OF ABSENCE																																	
7 OUT OF SERVICE																																	
8 GIVEN Pst. Longer Sal.																																	
9 DID NOT CARE FOR BANK Wk.																																	
10 NO REASON GIVEN																																	
11 POOR HEALTH																																	
12 DEATH																																	
13 MISCELLANEOUS																																	
14 REG.—UNSAT. SERVICE																																	
15 IMPROPER COND.																																	
16 INSUBORDINATION																																	
17 POP. ATTACHED TO POST																																	
18 "REASON KNOWN"																																	
TOTAL																																	

Figure 89. (e) Reasons Given for Resignations. (Size 10 $\frac{7}{8}$ x 8 $\frac{1}{2}$.)

RESIGNATIONS					MONTH OF	5
NAME	DEPT	SALARY	DATE OF LEAVING	LENGTH OF SERVICE	REASON FOR LEAVING	

Figure 89. (f) Record of Resignations. (Size 11 x 8½.)

SALARY INCREASES					MONTH OF	7
NAME	DATE EMPLOYED	INCREASE	FROM	TO	EFFECTIVE	DEPARTMENT

Figure 89. (g) Salary Increases Record. (Size 11 x 8½.)

Statistics

1

MONTH OF _____

NUMBER OF APPLICANTS.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL	PER CENT
MEN																																	
WOMEN																																	
TOTAL																																	

NUMBER OF NEW EMPLOYEES.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL	PER CENT
MEN																																	
WOMEN																																	
TOTAL																																	

SOURCE

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL	PER CENT
AGENCIES																																	
INTRODUCED																																	
CASUAL																																	
NEWSPAPERS																																	
OTHER																																	
TOTAL																																	

Figure 89. (h) Monthly Statistics Sheet, for Recording Number of Applicants, Number of New Employees, and Source. (Size 10 $\frac{7}{8}$ x 8 $\frac{1}{2}$.)

YEARLY STATISTICS														
	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	TOTAL	REMARKS
NUMBER OF APPLICANTS														
MEN														
WOMEN														
TOTAL														
NUMBER NEW EMPLOYEES														
MEN														
WOMEN														
TOTAL														
SOURCE														
AGENCIES														
INTRODUCED														
CASUAL														
NEWSPAPERS { "TIMES"														
"JOURNAL"														
TOTAL														
RELIGION-NEW EMPLOYEES														
PROTESTANT														
CATHOLIC														
TOTAL														

Figure 89. (i) Yearly Statistics Sheet for Recording Number of Applicants, Number, Source, Religion, and Positions of New Employees (sheet 1.) (Size 11 x 8½.)

YEARLY STATISTICS														2
POSITIONS-NEW EMP	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	TOTAL	HIGH
ACCOUNTANTS														
AUDITORS														
BRANCH SERVICE														
BOOKKEEPERS														
CREDIT INVESTIGATORS														
ELEVATOR OPERATORS														
EXECUTIVES														
FILE CLERKS														
FLOATERS														
INVESTIGATORS														
JUNIOR CLERKS														
MESSENGERS														
NIGHT FORCE														
PAGES														
SECRETARIES														
SOLICITORS & REPRESENTATIVES														
SENIOR CLERKS														
STENOGRAPHERS														
TRANSLATORS														
TELEPHONE OPERATORS														
TYPISTS														
" (DICTAPHONE)														
BUILDING														
RESTAURANT														
TOTAL														

Figure 89. (j) Yearly Statistics Sheet (sheet 2). (Size 11 x 8½)

A Department Store Method

A department store, which is representative of its class, cites as its only reasons for discharge the following:

1. Continued poor deportment after repeated warning
2. Incompetence
3. Insubordination
4. Irregular attendance
5. Lateness
6. Reduction of force
7. Failure in physical examination

The resignations in this establishment are classified under two general headings: (1) reasons within control of the company, such as dissatisfaction with pay or work; (2) reasons beyond their control, such as disagreement of an unadjustable nature, hours too long, illness, death, leaving city, marriage, or returning to school. To get as thorough a report as possible, this concern has divided the store into eighteen divisions, analyzing each of the divisional separations in the light of reasons given. Besides this, a graphic report is made in which figures are represented by different colored curves. A glance at any of the divisions represented shows whether its "separations" record is up to standard or not.

Turnover and Discharge

Turnover, as a business and industrial disease and the cause of prodigious economic waste, has been discussed elsewhere. Carefully prepared reports covering separations should be compiled and analyzed daily, weekly, monthly, and annually by the employment department, that the pulse, so to speak, of the organization may be felt, and the condition of the "patient" ascertained. Forms, such as those shown in Figures 89a-j, will be found useful in preparing such reports. The forms are self-explanatory, and may be adapted with slight variations for use in almost any business concern.



PART V
THE HUMAN ELEMENT

CHAPTER XXVI

SERVICE WORK IN INDUSTRY

Keeping the Worker Contented

Human beings, after all, are the most essential elements in industry. It is conducted by them and for their benefit; and in recent years the importance of providing for them has been increasingly recognized. The man who works with his hands, the office worker, and those who employ and supervise, live under much the same circumstances, have the same hopes, aspirations, and emotions, and are susceptible to the same influences and conditions.

The employment manager, supervising every relationship pertaining to the human element between management and men, must devise and institute a program of industrial welfare which will keep valuable workers with the firm and maintain their loyalty at a maximum. He must aim in every possible way to make each man's career in the plant permanent and satisfactory.

A brief outline of the ideas that have been successful in making the worker more contented and in giving him an opportunity for a broader life is presented in the following paragraphs. For detailed methods of working out in practice the plans suggested, a comprehensive discussion of each plan would be necessary—impossible, of course, in limited space.¹

Getting Acquainted

The process of making the worker satisfied with his job

¹ A detailed study and practical manual of service work is "Labor Maintenance," by Daniel Bloomfield, Ronald Press Company, New York, 1920.

should start immediately upon his coming to work; first impressions are the most lasting. The best and most competent person can be discouraged by an unfavorable reception. His future usefulness may be so impaired that he will either leave or be discharged. Personal interest at the start helps him over the critical period. There are two ways by which this personal introduction may be effected: (1) by an introduction committee; (2) by a member of the employment department.

Introduction committees, responsible for the introduction of new employees into the plant, are usually composed of the foremen of the various departments and their assistants. A representative of the committee, usually the one in the department where the applicant is destined to work, is called to the employment office to pilot the man to his job. The representative then introduces the new employee to his fellow-workers and aids him in "getting settled" in the best possible way.

Where there is no introduction committee, a member of the employment office staff should introduce the new employee to the instruction department or foreman, and the foreman in turn should see that he is made acquainted with his fellow-workers.

The new employee should be made acquainted with the layout of the plant—lockers, toilets, coatrooms, and other accommodations. If there is a lunchroom or restaurant, he should be assigned to a table, and, at the eating hour, introduced to those sitting with him. The hospital or first-aid room should be pointed out to him and he should be impressed with the necessity of going there at once if he is injured.

Information regarding the company's policies and rules may be issued in booklet form as previously suggested.

Keeping in Touch with the New Employee

During the first few weeks of employment, the period in which the greatest turnover occurs, the employment office

should keep in close contact with the employee. He should be interviewed, if possible, at the completion of the first day's work. A friendly chat would not be out of place again on each of the following few days; and again at the end of the first week, or possibly the second, with the object of maintaining friendly contact with him.

A tickler file in the employment office may be used as a reminder to call for periodic follow-up reports from foremen, covering the progress of an employee. The progress to be noted should include productivity, skill, conduct, deportment, the employee's attitude towards his work and fellow-workers, average earnings, and any recommendations the foreman wishes to make. This report may be rendered on a form similar to the foreman's report (Figure 19, page 67) and may be used by the employment department as a basis for action concerning an employee. If the training, production, or other record of an employee is shown to be low, he is interviewed to determine the reason, and aid is offered him in case it may seem wise and necessary, from the point of view of the company.

Working Conditions

An employee's environment has a direct bearing on his output. The employment office, therefore, in its investigations of conditions in the plant, should recommend to the proper authorities and co-operate in every way with them to establish desirable working conditions. Such faults as defective lighting, excess water, harmful dirt, gases, smoke, fumes, etc., may need to be remedied. Cleanly surroundings in general should be maintained, and sufficient toilets, conveniently located, are essential.

Individual lockers contribute to the worker's ease of mind about the safety of his apparel and possessions. Shower baths add to his comfort and health and should be installed when

practicable. Gloves, goggles, and special boots may be kept on hand in the stockrooms or tool cribs for the convenience of workers needing them. Working clothes, in assorted sizes, might also be kept on hand for giving out when requested in case of emergency. Drinking water in abundance, available either at fountains or delivered at regular intervals, should be supplied.

The suitable arrangement of time clocks avoids congestion. Workers rightfully resent being exposed to inclement weather while waiting their turn at the pay window. They are sometimes forced to stand around, soaked to the skin during a heavy rain, scorched in a hot spell, or nearly frozen on a cold day, because proper shelter has not been provided. If practicable, a shelter roof, enclosure, or area way, leading from all parts of the plant to the outside (and if not too far away, to the car line) should be constructed.

Eating Facilities

It is an old and true saying that one way to a man's heart is through his stomach. Good wholesome food, well prepared and tastefully served in cleanly and bright surroundings, goes far toward making the work day pleasant. A well-ordered employees' dining-room, charging reasonable prices, sometimes selling at actual cost, is an indication to the worker that the management is concerned about his health and convenience. A plant dining-room of that sort promotes the forming of closer acquaintances and brings the workers together at a time of general relaxation when they are receptive of ideas. Groups, interchanged periodically, may be assigned to tables. Each group, while together, might elect a head to act as a promoter of good fellowship.

If it is not possible to conduct a company dining-room, encouragement should be given to the establishment of a restaurant, lunchroom, or portable lunch distribution, on con-

tract with outside parties. Eating facilities of the best sort must somehow be afforded to employees.

Health and Safety

Every precaution taken by a plant in behalf of the health of workers is a good investment. Men should be encouraged to go to the dispensary or first-aid room at once, even when injured only slightly, since the slightest abrasion sometimes results in an aggravated bodily disturbance, such as blood poison. During such visits the nurse or doctor has an opportunity to note the general state of health of the employee, and its bearing upon his work. Seemingly small defects of vision or eye-strain interfere with a worker's efficiency, and defective hearing may be the cause of serious accident. Tooth-ache, pyorrhea, and other ailments all impair the worker's productivity as well as his "joy of living." Some plants even employ dentists, oculists, and aurists, as well as regular general practitioners. (See Chapter XXVIII.)

Safety work should be placed in the hands of an expert. The efforts of this official to educate workers in the observance of safety rules will be materially assisted by the appointment of a safety committee, consisting of the employment manager, foremen, and certain chosen workers. The installation of safety devices constitutes 20 per cent of the safety problem; the other 80 per cent consists of education. Constant reminders against the possibility of injury to the worker or his fellows finally result in instinctive avoidance of hazard. Fire drills and the handling of fire-fighting apparatus should be a part of the training, even though the automatic sprinkler system is installed.

Housing and Stores

The influx of workers to industrial centers has caused great congestion and shortage of desirable living quarters. The

- housing problem has thus become particularly vital, since the stabilizing influence that home-owning has on the worker is very great; and next to home-owning, comes the ability to secure commodious and conveniently located living quarters at reasonable prices. Chapter XXX discusses this important problem in detail.

Co-operative stores, dealing in every-day necessities, lighten the financial burdens which may be unduly heavy on those having large families. An excellent example of a successful co-operative store, as described by Dr. R. S. Quinby, Service Manager for the Hood Rubber Company, is presented in Appendix D.

Transportation

Transportation and housing are the twin bugbears that confront many firms in the industrial centers. Even though the transportation facilities are good, the supply of houses may be insufficient and even though there are enough houses, the distance to be traveled, coupled with insufficient means of transport, may make the last condition as bad as the first.

The personnel man must find a way out of local transportation problems. If bus lines or ferry-boats are used by workers, the operation of those utilities should be investigated. A list of those in the plant having automobiles might be compiled, and request made of them, if necessary, to carry their co-workers living in the same locality at the same rates the workers otherwise would have to pay by bus or car or train.

Following is a list of the most common transportation disorders:

1. Not sufficient cars, buses, or trains.
2. Car or train terminus not close enough to factory.
3. Overcrowded, unsanitary cars.
4. Irregular and unreliable schedules.

5. Other lines not feeding into factory line dependably and regularly.
6. No car service to new portion of city.

Methods of Solving the Transportation Problem

Some of these conditions may be controlled; others must be met by adaptation. If the car company is not operating sufficient cars to the plant, if the cars are overcrowded and unsanitary, or if any of the other conditions mentioned exist, a consultation with the car company officials, and, if necessary, with the city officials, may be arranged. At this conference a "bill of particulars" may be presented with all the necessary evidence to support the plant's contentions. If it should develop that the car line would not be financially justified in making the required changes, the plant may offer a plan of guaranteed receipts, making up the difference required; or it may be more economical for the plant to institute a transportation arrangement of its own, by special train, trolley, bus, or even ferry. On Staten Island, a shipbuilding company held some two thousand workers in touch with their jobs by running ferry-boats for them from New York City direct to the plant wharves.

The adjustments required by reason of inability to control outside transportation circumstances may involve changing the time of shifts or the hours of employees, as was done in a factory situated in a certain eastern city.

Before going to the expense of inaugurating a transportation system of its own, a company should exhaust its ingenuity to bring about improved service through the regular channels. Representations of sufficient weight, made to the transportation officials, are often all that is required, especially if the plant affected is a patron of the line in the matter of commodity and freight shipment.

The law of supply and demand frequently inspires private

agencies to start special transportation facilities. The encouragement of such special transportation, properly regulated as to charges and accommodations, might meet the exigency.

The Visiting Nurse

The work of the visiting nurse is explained in the statements of the various prominent concerns quoted in Appendix E. Through her contact with the homes of the workers, the nurse is in an advantageous position to render advice and counsel in all the more intimate affairs which employees or members of their families may wish to bring to her attention. Such subjects within her province, as better cooking, home ventilation, and sanitation, may be covered in a booklet.

Plant Publications

The plant publication is an important educational and inspirational force. In it may be printed items of personal interest, new rules and regulations, honor-rolls, athletic records, announcements of various sorts—in fact, anything that tends to bind the workers and management closer together. Posters and bulletin boards may also be used to advantage.

Suggestions from Workers

To encourage observation and originality of thought, a suggestion system should be inaugurated. Instead of stifling criticisms that may chance to be constructive, the worker will be afforded an outlet for his opinion. Many improvements in the plant may follow, especially if his thoughts are quickened by offers of reward for suggestions that are adopted. A suggestion committee may be appointed, with the employment manager as a member, to pass upon all suggestions presented, and to decide upon the proper reward for those accepted. The

rewards may be in the form of cash prizes, promotions, vacations with pay, commendation in the plant publication, and the like.

Suggestion systems have not, it is true, been uniformly successful; some concerns have abandoned them as provocative of complaint and jealousy. Nevertheless, if a suggestion system is based on right principles and operated with a desire to encourage originality among employees, as well as to secure new ideas on general improvement, it will be productive of exceedingly good results. A plan that can be safely copied in its essentials is in operation in the National Cash Register Company, Dayton, Ohio. (See Appendix F.)

Social and Recreational Activities

The play side of human nature should be provided for. Human beings are not machines, and are not content with mere inactivity outside working hours. Recreation and amusement may be made constructive and profitable if directed along the right lines. The formation of a social committee, elected by the workers in each department, should be encouraged. This committee may in turn appoint subcommittees to direct the different activities, such as dances, theatricals, picnics, choral singing, bands and orchestras, athletics, games, and other social activities.

One result of competitive games and socials developed and participated in by employees, is the bringing out of leadership qualities and organizing ability. The natural leaders soon stand out from the mass of workers; when a large number participate, a few naturally assume responsibility. This assumption of responsibility is oftentimes evidence of qualities required in supervising positions.

The various social and other gatherings of employees serve to eliminate class feelings; the office and the factory worker tend to lose their petty prejudices after mingling together and

getting acquainted. The superior air of the office worker towards the shop worker vanishes; the man in overalls loses his contempt for the white-collared office man, and general good feeling is promoted.

The Foreman and the Workman

The way in which a worker is treated by his foreman makes or mars his usefulness to a plant. The foreman should train himself to be just and impartial to workmen, to act as a counselor and leader, and by his example evoke their best efforts.

While discipline is necessary in any organization, it need not be harshly administered. Discipline, as enforced by some supervisors, often has an effect contrary to what is intended. Nothing is to be gained by bullying and swearing at men. Such practices may have been tolerated in the past, but they do not fit in with present-day ideas of right supervision. Although a man may keep at his task after a severe "call down," he becomes resentful; consciously or unconsciously he takes a dislike to his superiors, and consequently is unable to do his work to the best advantage. Military discipline is necessary in an army, but it fails absolutely to function in the factory. Orders should not only be given but explained. Anyone can boss, but to direct properly, through kindly criticism and instruction, is an art. A man often makes mistakes because he is not familiar with his work or with the policy of the company. Hasty discipline administered in such a case is not well advised.

At a meeting of poultry fanciers, the owner of the prize-winning hens, which were valued at \$10,000, made the following statement: "I discharged one of the caretakers because he yelled at the hens." The foreman should single out and talk to the most "influential offenders" against discipline. These men should be made to feel a personal obligation to

stand by and assist him, instead of obstructing him, because he is responsible for the quantity and quality of work turned out, as well as for the conduct of the workmen.

Two Attitudes Contrasted

A man should not be taken to task in the hearing of others. A foreman whom everyone regarded as a very successful supervisor, and who had great influence over the men in his department, was asked what methods he used. He attributed his success to the considerate treatment accorded his men, remarking: "I treat them as I would wish to be treated. I never abuse them. I always make it a personal obligation on their part to do things for me."

On one occasion this foreman was overheard talking to a workman who had violated the rule against smoking. "John," he said, "you have been smoking while on the job and you know that it is strictly against the rules. I have but two eyes and can see but so many things. Sometimes I close one and overlook something. But someone else may see you and report. Now the worst that can happen to you is that they will fire you. This I shouldn't like to happen, because you are too valuable a man in my department. It is true that if you are discharged, you need have no fear or worry about getting another job some other place. But that is not the question. Any misconduct on your part reflects back on me. Even if you should leave, that may end the affair so far as you are concerned, but how about me? It will be recorded that I have no control over my men and do not know how to handle them. My record will be affected. Now is that fair to me?" This was said in a way that was calm but appealing. The response from the offender was, "I promise you never to smoke again while on the job."

Contrast this instance with that of another foreman who was in the habit of using vile language when reprimanding

men. Not satisfied with cursing a worker, he extended his vulgar references to include the employee's entire list of relatives. When he was advised to curb his temper and refrain from such tactics, he replied: "If I were to talk to a workman in a gentlemanly manner, he would think I was kidding him." This foreman so enraged a worker by his abuse on one occasion that he received severe chastisement. He was so beaten up, indeed, that he was unable to return to his duties for several weeks, and then, realizing that lack of self-control unfitted him for leadership, he sought the only position open to him—in the rank and file.

The following instance illustrates the far-reaching effects which courteous orders may have: The general manager of a street-railway system transmitted his instructions to the next officer in a disagreeable manner. In like manner the assistant manager issued them to the various superintendents, and so on down the line. They were transmitted as they were received, until they reached the conductors and motormen, who treated the public as their superiors treated them. Severe criticism on the part of the public caused an investigation to be made, the result of which pointed the finger of blame at the directing official, whose arrogant personality had permeated the whole organization. When he was supplanted by one who appreciated the importance of right relations, a new spirit, very noticeable to the public, was manifested among the employees of the road.

Human Relations

The employment manager and the foremen should be concerned in the joys and sorrows of the workers. The employment manager, with the foreman's aid, is in a position to obtain information regarding sickness in the families of employees, marriages, births, deaths, and other important events. Information of this sort reaching the employment

office serves as a basis for adjustments, and also, if the policy of the company permits, as a reminder to send flowers, messages of condolence, or gifts, as the nature of the occasion may suggest. It is a practice in some concerns to send flowers in the event of death in a worker's family, a physician or nurse in case of sickness, or a gift of some sort upon the visit of the stork.

Commendation for work well done costs nothing and means much. One successful employer of men says: "I never criticize, I always praise. When I fail to praise, the person knows his work is not well done." To the worker, evidence of favorable notice is like water to the parched ground—the mind and hand respond to it with eagerness. Tangible rewards are fine and not to be overlooked, but the foreman's appreciation of skill and thoroughness in his subordinates establishes a loyalty and good-will that cannot be measured in dollars and cents.

The Employment Manager the Link Between Employer and Employee

All roads in a plant should lead to the employment office. To this clearing-house of human relations, the worker should come with requests for advice; here complaints should be corrected before they become grievances; fancied wrongs adjusted; and undercurrents of discontent killed at their inception. Tactfully and sympathetically, the employment manager should direct the many activities that are centered under his control. He should search for facts and not for faults; he should not depend upon mere gossip; he should hold inviolate all confidences, and inspire the same openness and frankness from the worker which the worker gets from him. Standing on neutral ground, the employment manager is the greatest force in industry today for the fusing of interests that in the

past have caused management and worker to travel different roads.

Profit-Sharing

Other items of importance that naturally fall under the heading of service work are profit-sharing plans, bonus systems, pensions, and stock-owning.

Profit-sharing has been a means, when carefully planned and carried out, of attracting and holding the best class of workers. A share in the profits is considered by the worker a reward for excellence of service and not a gift. In fact, all similar plans for including the worker in the distribution of the company's earnings are now looked upon as sound business practice. Profit-sharing systems are numerous and varied in character, but the method of application must in every instance be worked out to suit the needs of the individual firm.

Bonuses

There are many types of bonus systems, including bonuses for production, for attendance, for length of service, elimination of waste, night work, completion of apprenticeship courses, etc. A detailed discussion of bonuses is impossible in a short survey, but certain fundamentals that underlie both bonus and profit-sharing systems can be set forth briefly.

Rewards should be so adjusted that every time a worker completes a unit of work, he knows that he is earning something extra; the reward should come to him as an additional "bit." Men must not be kept waiting for their bonuses; every pay envelope should contain the bonus earned, in part or in full, despite the work involved in keeping current bonus records. In any event, bonuses for workers should not be optional nor deferred beyond three months.

The workers in a large manufacturing plant, for example, were led to believe that a bonus was forthcoming every Christmas. The receipt of an unexpected notice from the firm announcing merely that it would be impossible to pay the anxiously looked for reward, resulted in much ill feeling on the part of the workmen. It is bad policy to keep men in suspense, since a disappointment of this kind may affect unfavorably the efficiency of the whole force.

Bonus and profit-sharing for supervisors and executives presents a different problem. In such cases the half-yearly or yearly bonus is usually satisfactory.

Length-of-Service Bonuses

Where rewards are given for length of service to the more valuable employees and executives, proportionate sums should be spread out over a term of service; that is, the recipients should be tied up with the firm by withholding some part of the amount due them. It is sometimes the case that valuable executives and department heads who have other jobs in view, sometimes leave immediately after a full bonus is received. If the largest portion is withheld and allowed to accumulate from year to year, but forfeited upon leaving, it tends to hold and stabilize them.

Arranging bonuses, especially for length of service, must be managed with discretion. Valuable men are often lured away by seemingly attractive offers in other plants, in spite of the fact that their bonuses may be jeopardized or lost by their leaving. After trying new jobs and not finding them to their liking, such employees may desire to return, especially if they can get the bonus that was forfeited. It is well to retain a bonus for those who leave for other work, but return within a definite time, say one month. It frequently makes men more appreciative and the new experience causes them to value their jobs more highly.

Production Bonuses

Production bonuses are usually paid after some standardized plan, and constitute an integral part of wages.

Continuous Service Defined

In those cases where a corporation installs a service pension, or a bonus, or a supplementary wage, or any other form of benefit, the distribution of which depends upon the employee having completed a certain term of continuous service, it is obvious that a series of very essential questions arise as to what constitutes "continuous service." It becomes necessary, therefore, to define the term with care, and to lay down, by means of a set of rules, the exact effect of absences for various reasons, or leaves of absence with or without pay and for various purposes, and of the interval between discharge and re-employment under various conditions.

General Electric Company's Rules on Continuous Service

To illustrate the manner in which this problem is met, the rules of the General Electric Company relative to continuous service are here given. This company gives a 5 per cent supplementary compensation to all employees who have rendered five years or more of continuous service. For those with ten years' service or more, a week's vacation with pay is added. After twenty years of continuous service, an employee may be retired on a pension, which continues until death. The amount of this pension increases with the term of the service beyond twenty years. The rules governing the determination of each employee's service record are:

1. Temporary absence and temporary layoff on account of illness or because of reduction in force will not be considered as a break in the continuity of service, but when such absence exceeds six consecutive months it will be deducted in computing length of active service.

2. If any employee, after leaving the service of the company, shall be re-employed, he shall be considered as a new employee.

3. Leaving the service, as referred to in rule 2, is defined as follows:

- (a) When an employee leaves voluntarily or is definitely discharged.
- (b) When an employee absents himself from duty for two consecutive weeks or longer, without satisfactory explanation.
- (c) When an employee, originally laid off because of reduction in force, fails to apply for re-employment within six months, or, being notified that he may return, fails to do so within two weeks of the date of such notice without satisfactory explanation.
- (d) When an employee, originally laid off because of illness, fails to keep his department head informed monthly, or otherwise obtain approval of his absence.

4. Leave of absence without pay may be granted individual employees at the discretion of managers, but in every case it must be arranged in advance. If such absence exceeds three months, it must be approved by the Supplementary Compensation Committee in advance, and the time, if it exceeds six months, shall be deducted in computing the net term of service.

5. Leave of absence without pay, for the purpose of securing a higher education and subsequently returning to active service in this company, shall not be considered as a break in service, provided arrangements are made in advance. If such absence is to exceed three months, it must be approved by the Supplementary Compensation Committee, and the time,

if it exceeds six months, shall be deducted in computing the net term of service.

6. Supplementary compensation for five-year service shall be calculated only on the regular and overtime pay-roll earnings for service actually performed, as will also the 10 per cent or any other bonus paid coincidently with regular wage or salary payments.

Standard Oil Plan

The annuity and benefit plan of the Standard Oil Company is another excellent example of a plan which operates successfully. It is presented in detail in Appendix G.

Rewards as a Means of Discouraging Tardiness and Absence

Bonuses or rewards for good attendance records are, as was said in Chapter XV, more effective than penalties. Various forms of rewards are in use to discourage tardiness and absences, such as allowing two weeks' vacation with pay, or adding 2 per cent or even 5 per cent payable each month to earnings. Rewards of this sort exert a positive influence.

Service Pensions and Insurance

Service pensions and bonuses are closely allied in character and scope. The pension may cover disability in line of duty, or accrue to one who has spent many years in the employ of a company and has reached the age of retirement.

Insurance carried by the employer in favor of workers is an added inducement or bonus; it is a practicable and effective way for an employer to express his appreciation of the stability and worth of his employees. Group insurance appeals strongly to the workers, because it blankets alike the physically perfect and those who on account of some defect are denied this protection for their families. A combination of insurance, attendance bonus, and pension plan which has been adopted

in a copper-smelting and rolling company, commends itself as an excellent expedient to reduce labor turnover and raise the standard of work and workers. The explanation of the plan—for the information of the workers—is on the first inside leaf of a $9\frac{1}{4} \times 8\frac{1}{2}$ folder, and a space to keep account of earnings, etc., is on the other. (See Figure 90.)

Stock-Owning

Employees who are granted the privilege of owning stock in a company become in reality partners in the concern. Such stock-owning is the very heart of "industrial democracy."

The plan worked out well recently in a large food products house which had lost many highly trained executives because of more attractive salaries offered them in other plants. To avoid this drain upon the company's human assets, the officials got together and evolved the following unique plan of stock-owning: The stock, which was exclusive and had for years been above par, was sold to the executives at par, in blocks of one, four, five, and ten shares. Those taking ten shares of stock were given one share of stock of a subsidiary company. From 5 per cent to 25 per cent of the price could be paid in cash at the time of purchase, and notes could be taken for the balance, the notes to be taken care of in monthly or quarterly payments. The notes bore interest at 6 per cent, while the stock dividends accruing from the entire number of shares contracted for were at the rate of 8 per cent guaranteed. This netted the holder 2 per cent profit on a cumulative basis. Without actually paying more than the initial payment of 25 per cent, the ownership of the stock would pass in its entirety to the employee in fifteen years. On the same basis of payments (monthly or quarterly), without any initial payment, the stock would be paid for in twenty-two years. Not more than five blocks of ten shares were sold to any one person. The plan as worked out in detail is as follows:

WITH a view of showing appreciation of continuous service and increased value of the service of old employees and to encourage new employees all are asked to take notice that this Company has in operation the following:

After one year's steady employment every employee on the hourly roll is furnished Life Insurance without charge in favor of his Wife, Children, Parents or other dependents, \$1000.00 for married men and \$500.00 for single men. For every additional year of service this is increased \$100.00 and \$50.00 respectively until the total insurance of \$1500.00 and \$750.00 is reached.

Also after one year's steady employment, at the end of each month a service bonus is paid in blue envelopes at the rate of 1¢ per hour worked.

After three years more, or four years from the beginning of employment, the service bonus is increased to 1½¢ for each hour worked and is paid in pink envelopes.

Employees who shall have reached the age of 60 years and have been 20 or more years in the service of the Company may, at their own request, and at the discretion of the Pension Board, be retired from active service and become eligible to a pension. No pension will be less than \$20.00 per month.

It is the intention of this Company to continue this practice, but this notice is not to be considered a Contract to do so.

Keep account of your Wages for a Year.

WEEK ENDING	HOURS	AMOUNT PAID	WEEK ENDING	HOURS	AMOUNT PAID
Jan. 5			July 6		
" 12			" 13		
" 19			" 20		
" 26			" 27		
Feb. 2			Aug. 3		
Bonus			Bonus		
Feb. 9			Aug. 10		
" 16			" 17		
" 23			" 24		
Mar. 2			" 31		
Bonus			Bonus		
Mar. 9			Sept. 7		
" 16			" 14		
" 23			" 21		
" 30			" 28		
Bonus			Bonus		
Apr. 6			Oct. 5		
" 13			" 12		
" 20			" 19		
" 27			" 26		
Bonus			Nov. 2		
May 4			Bonus		
" 11			Nov. 9		
" 18			" 16		
" 25			" 23		
June 1			" 30		
Bonus			Bonus		
June 8			Dec. 7		
" 15			" 14		
" 22			" 21		
" 29			" 28		
Bonus			Bonus		
TOTAL			TOTAL		

Figure 90. Explanation of Form of Record with Combination Insurance, Attendance, Bonus, and Pension Plan, adopted in a Smelting and Rolling Company. (Size 8½ x 9½.)

This folder is distributed by the company to its employees for their information.

PLAN FOR EMPLOYEE—STOCK OWNING

Cash Payment of 25% on 10 Shares Preferred "B" Stock
 8% Company, with 1 Share Common
 Stock Company after 5th Year,
 as Special Dividend

		Dividend	Balance Due	Interest at 6%
10 shares stock.....	\$1,000.00			
Less 25% cash payment.....	250.00			
	<u>\$750.00</u>	\$80.00		\$45.00
	35.00			
Balance end 1st year.....	<u>\$715.00</u>	80.00	\$715.00	42.90
	37.10			
Balance end 2d year.....	<u>\$677.90</u>	80.00	677.90	40.67
	39.33			
Balance end 3d year.....	<u>\$638.57</u>	80.00	638.57	38.31
	41.69			
Balance end 4th year.....	<u>\$596.88</u>	80.00	596.88	35.81
	44.19			
Balance end 5th year.....	<u>\$552.69</u>	80.00	552.69	33.16
	46.84			
Balance end 6th year.....	<u>\$505.85</u>	80.00	505.85	30.35
	49.65			
Balance end 7th year.....	<u>\$456.20</u>	80.00	456.20	27.38
	52.63			
Balance end 8th year.....	<u>\$403.57</u>	80.00	403.57	24.21
	55.79			
Balance end 9th year.....	<u>\$347.78</u>	80.00	347.78	20.86
	59.14			
Balance end 10th year.....	<u>\$288.64</u>	80.00	288.64	17.31
	62.69			
Balance end 11th year.....	<u>\$225.95</u>	80.00	225.95	13.55
	66.45			
Balance end 12th year.....	<u>\$159.50</u>	80.00	159.50	9.57
	70.43			
Balance end 13th year.....	<u>\$89.07</u>	80.00	89.07	5.34
	74.66			
Balance end 14th year.....	<u>\$15.41</u>	80.00	15.41	.92
	79.08			
15th year due subscriber.....	\$63.67			

Dividend paid stockholder end 15th year.....	\$ 63.67
10 shares..... Co.'s Preferred "B".....	1,000.00
1 share..... Co.'s Common Stock.....	100.00

For the cost of \$250.....	\$1,163.67
Cost per share of stock.....	\$16.94

This plan is merely illustrative of what may be worked out along the lines of stock-owning by employees. Many other successful variations of the plan are in operation, and new schemes are constantly being installed.

Internal Banks and Savings Schemes

Thrift is a virtue that needs encouragement. Temptations to spend and fritter away money on non-essential things are many. The habit of saving may be inculcated in many ways, one of the most common being the establishment of a bank within the plant, operated by the paymaster's department.

The first suggestion to make to the worker is that he save for a definite object, such as a vacation, new furniture, or future schooling for his children. The company then helps him to save a definite sum each pay-day by deducting it from his pay and placing it on deposit. This develops the desire to save and before long, saving becomes a habit. The workman will be surprised to see how his deposits will accumulate in a comparatively short time.

Often as an inducement to save, 6 per cent interest may be paid. An even greater inducement is an offer to add \$4 to the first \$96 saved, making the interest 10 per cent on the first \$100. This plan, of course, is only practicable as a means of starting the worker on the road to thrift. Assistance may gradually be dropped. After the thrift habit is formed, the employee should transfer his financial affairs to an outside bank. It can be pointed out to workers that the better known they are at the local banks, through frequent visits as depositors, the more likely they are to receive assistance if they need it.

All this is part of the general plan of bringing the workers closer to the heart of the management, raising their standards, and making them better citizens and more valuable units in industry.

CHAPTER XXVII

SERVICE WORK IN THE BUSINESS HOUSE

Scope of Chapter

In the preceding chapter we discussed service work—recreational and social schemes, musical organizations, restaurants, co-operative buying, pensions, insurance, education, and the like—among employees of industrial plants. Just as this branch of the employment department's work was touched upon only briefly in that chapter, so a detailed discussion of it is outside the scope of the present chapter in connection with business organizations.¹

The underlying principles of service work are the same for all business and industries, as outlined in Chapter XXVI. The purpose of the present chapter is merely to suggest certain specific plans of the work particularly applicable to business and to show how certain plans have been worked out successfully in practice. •

Purpose of Service Work

Service work is not a substitute for wages. Provisions for the comfort and general contentment of workers must be entirely free from any interference with personal liberties; and no amount of service work can take the place of opportunity for advancement. Adequate wages, reasonable hours of work, opportunity for training, education, and advancement, and healthful, pleasant working conditions are fundamental. Service work is the factor that helps to create a

¹ For a full discussion of service work, see "Labor Maintenance," by Daniel Bloomfield, Ronald Press Company, New York. 1920.

fraternity of interest, mutualizing the activities of workers and management.

The first thing to do after the ventilation, sanitation, lighting, and heating of an establishment have been carefully attended to, is to inaugurate short intervals for relaxation or exercise for the employees.

The Metropolitan Life Insurance Company, for instance, has a five-minute rest period at 11 A.M. and again at 3 P.M., during which windows are thrown open and the clerks encouraged to engage in breathing exercises and general relaxation.

Many courtesies are extended their employees, as is evidenced in such small details as furnishing individual towels and lockers and individual drinking glasses. Should a storm occur after the clerks have left their homes they are loaned umbrellas when they leave the office. These little considerations are appreciated.

Providing Good Food

One of the first things to be done under the heading of welfare work is to enable employees to secure wholesome food on the premises at reasonable prices. Much time is saved thereby; cold lunches are avoided and no one need deprive himself or herself of midday nourishment in an effort to economize. Restaurant equipment is a part of modern business structural plans. It is not uncommon to find arrangements provided for feeding as high as three to five thousand people within a short time.

The personnel director in a large store states that the restaurant of the establishment serves good quality food at the low cost of 18 cents an individual meal, averaged over a month; that 99 per cent of the employees avail themselves of the luncheon facilities; and that the company feels the project is beneficial and profitable in promoting the health

of the employees, to say nothing of the social benefits springing from noon-hour acquaintances formed, and ideas exchanged.

The Example of the Metropolitan Life Insurance Company

The commissary of the Metropolitan Life Insurance Company is one of its largest departments. Serving luncheon to employees free of charge is rather exceptional, but it is considered good policy by that organization. Following is the statement of the personnel director:

The company began in 1908 to serve a complete noonday luncheon to all employees in the home office. The purpose of this was to maintain the working efficiency of employees during the afternoon hours. It was found that a number of clerks did not make adequate provision in their individual budgets for a proper luncheon. Moreover, many employees who have limited earnings, or who may be required to economize, are apt to effect this saving on their mid-day meal. Although served without cost to their employees, this luncheon is not considered a gratuity, but rather as a supplement to wages, which are already as high, if no higher, than in similar lines of work. The meal is wholesome, as can be seen from the following typical menu:

Beef broth with vegetables		
Roast loin of pork		
Mashed potatoes		Mashed turnips
Ginger bread or peach ice cream		
Bread and butter		
Tea	Coffee	Milk

Rice and milk, or crackers and milk, are served to those not on a meat diet. The cost of the meal to the company is a little over 22 cents each day for each clerk, this amount including the cost of food and service, but not the rental value of the space occupied by the dining-rooms. Many firms have placed lunchrooms at the disposal of their employees or are furnishing a part of the meal. The experiment of the company consists in furnishing a full luncheon

to all employees without cost, in the belief that increased efficiency more than warrants the outlay of the company.

Clubs and Associations

Employees in the average concern have so much in common while at work that the further cementing of interests through association outside working hours, is distinctly advantageous to the organization. Societies and clubs may be formed for the promotion of social intercourse, education, and cordial relationship among employees.

The City Bank Club, outlined below, is an excellent example of such an organization:

OBJECT

The purposes of the City Bank Club are, as expressed in its constitution, "the advancement of its members along educational lines, the mutual benefit to be derived from the social intercourse of the clerks, and the promotion of the spirit of cordiality and fraternity among employees who are associated in business each day."

HISTORY

When the subject of the establishment of a club of the employees of the National City Bank was broached to the official staff, it met with immediate and unqualified approval; nothing more strongly evidences this fact than the action of the late Mr. James Stillman, then president of the bank, in donating personally, at the first meeting on September 21, 1904, \$1,000, to be used in any way considered most desirable. The wise policy was adopted of setting aside this gift as a foundation, using only the income for the furtherance of the club's purposes.

On Christmas Eve, 1908, two days after the bank had moved into its present building, Vice-President Kilborn read to the Executive Committee a letter from Mr. James Stillman enclosing a check for \$10,000 as a Christmas gift for the club. But the red-letter day in the history of the club

is June 18, 1912. The bank was then celebrating its centennial. At its annual outing several days previous, the club had cabled its congratulations to Mr. Stillman in Paris. In replying he presented the club with a magnificent gift of \$100,000, \$1,000 for each year of the bank's existence. Then through Mr. Stillman's recommendation, the Board of Directors supplemented his gift with one of like amount.

Generously endowed in this manner, the recent progress and development of the club can perhaps best be told by descriptions of the various activities.

ACTIVITIES

Educational. In November, 1904, the first Educational Committee was appointed, whose primary purpose was the organization of a definite program. Under its guidance the educational work was commenced in a systematic way, and has been developing rapidly along the most progressive lines.

It has always been the aim of the Educational Committee to plan courses of a practical nature. The laboratory method of instruction by personal observation and by work in the various departments, supplemented by lectures by the officers and department heads, has been found to be invaluable. Classes in banking, foreign exchange, credit, and the languages, such as French, Spanish, Italian, Russian, and Portuguese, are given. By co-operating with the best educational institutions of the country, the work has been greatly stimulated. The educational work has grown by leaps and bounds until today the club occupies an unique position as an educational institution.

The educational work of the club may be roughly divided into the following three groups:

1. The conducting of formal classes.
2. The bringing of timely articles and publications to the attention of the employees.
3. The acquainting of employees with educational opportunities in New York City.

In advising about outside courses, the club is acting as a sort of clearing house for educational matter. All the

catalogues and correspondence of the various educational institutions in Greater New York are kept on file and have proved to be of great assistance to the inquirer. In addition to this, the club is supplying an important service in having the lectures of the officers and instructors printed and distributed among the employees. From such a comprehensive program, it seems that every member of the club must receive some lasting benefit.

Number Eight. One of the big things done by the Executive Committee was the establishment of *Number Eight*, a monthly magazine devoted to the interests of the club. The magazine has been the means of weaving the bond of fellowship between all those connected with the bank, the National City Company, and the International Banking Corporation. Through it, each member is kept in touch with his fellow-workers, with any changes which may take place either at the home office or at the branches, is introduced to the new officers, and is kept informed on all activities of the club and the bank. The magazine has grown to such an extent that it has become necessary to have an editor who can devote all of his time to the work.

Social and Athletic. No outline of the club's activities would be complete without some reference to the social and athletic affairs, in which all members are free to participate.

The monthly entertainments, which are held in conjunction with the club's business meetings on the second Wednesday of each month, have grown so large that it is necessary to have three or four varieties of entertainment, such as motion pictures, various contests, dancing, and lectures, going on simultaneously in different parts of the bank. In this way, each member of the club has the opportunity to choose the form of entertainment he prefers.

Among the various other activities enjoyed by the club, brief mention may be made of theater parties, a trip up the Hudson, a day at Asbury Park, the annual minstrel show by the members of the club, and the big annual outing.

The Investment Fund. The Investment Fund is another beneficial privilege extended to the members of the club.

Application for the opening of an account is made to a member of the Deposit Committee, who gives in return a

pass-book, in which is kept a record of money deposited. Deposits may be made to the extent of \$5,000 provided not more than \$500 is deposited in any twelve consecutive months.

The interest on deposits, which is based on the earnings of the money deposited, is credited on the first day of April and October of each year and has been at the rate of 4 per cent semiannually. Depositors draw interest from the first day of the month succeeding the day of deposit.

Withdrawals require 30 days' notice, except in such cases as may have the approval of the Deposit Committee.²

Recreation and Athletics

Recreational and athletic activities are particularly desirable, especially in the office and bank, whose employees are nearly all engaged in sedentary occupations. An athletic association may be formed among employees. Within this may be organized tennis and baseball teams, football, basket-ball, and handball teams. Interdepartmental and intracity games excite lively interest, while track athletics and golf tournaments invite the participation of large numbers. Gymnasium classes may be formed for both men and women. Swimming, calisthenics, and setting-up exercises of all sorts may be given along with short talks in physiology and anatomy. All efforts along this line should be directed towards stimulating interest in physical improvement. When field space is unavailable the roof of the firm's building may be utilized for outdoor games during the summer months.

The physical or recreational director, if one is furnished, may assist individuals to correct wrong posture and slight spinal curvatures. Shower baths and lockers are conveniences that employees appreciate; individual lockers, indeed, are almost a necessity. Summer camps, where workers may spend their vacations at moderate cost, may be provided through the association or clubs.

² For a fuller discussion see Appendix H.

Social Activities

Under the head of social activities, excursions, shows, smokers, dances, picnics, and banquets, organized by employees through their clubs and associations, enliven the interest and foster the making of acquaintances and friendships. At these functions it is usual to permit the bringing in of outsiders as guests through whom the concern may expect the spread of good-will toward their organization. Dancing in the assembly hall at the noon recess is enjoyable, music being provided by a Victrola if nothing better is at hand. Glee clubs, orchestras, and bands are other common forms of welfare activity, the employee frequently developing very talented ensembles.

Rest and recreation rooms may be provided, with general and circulating libraries in connection.

Co-operative Store

The co-operative store idea is an aid in augmenting the purchasing power of salaries. The company usually contributes the space and may loan the initial funds, if necessary, in order to get the venture started, employees themselves conducting the store on a cost plus expense basis. (See Appendix D.)

Meetings

Group and departmental meetings, having for their purpose the encouragement of free expression among employees, often result in bringing about the better understanding of work problems. Employees will talk more freely when sustained by the presence of fellow-workers. Grievances and complaints when gone over in general discussions with supervisors at such gatherings may be thrashed out and wrong impressions corrected. When officers bring groups together in a confidential session and invite opinions from those who feel competent to criticize or suggest, decisions are more

often than not influenced in the right direction, especially on policies directly concerning the people invited. Loyalty to the firm receives stimulus at these meetings of employees and supervisors, since both sides of a question are aired frankly.

The Benefit of Meetings

During a severe shortage of help, for instance, the women elevator operators in a big store were approached by a stranger, who, when he stepped into the elevator, pressed a slip of paper into the hand of each girl, the note stating that a job with higher wages awaited her in a downtown office building. This act of polite piracy was immediately exposed at a meeting of the maintenance force which was scheduled for that evening. After going over the matter with the superintendent, who outlined the firm's policy as regards wages and conditions of work, the elevator operators unanimously decided to remain where they were.

At one of these meetings in a Baltimore department store, the question of a suitable working dress was raised by the manager in furtherance of neatness and uniformity of appearance. The proposal was advanced that the girls should adopt black as the color for store dresses. Discussion brought out a preference for blue, the objectors to black arguing against it for one reason or another. A decision as to the shade of blue most desirable having been reached, the manager acquiesced, and found later that the opinion of the employees was upheld in the advantages that blue was shown to have over the more somber color. This was undoubtedly better than forcing the issue with a curt order to adopt the first-considered change.

Sanatariums

Sanatariums for the cure of illness developed by worthy employees in the service have been provided by some large

concerns. The Mount McGregor Tuberculosis Sanatorium of the Metropolitan Life Insurance Company furnishes an illustration of such a health service. (See Chapter XXVIII.)

Thrift and Savings

Vacation and Christmas saving funds are distinct aids to saving. Savings funds in behalf of employees encourage thrift and provident habits. They are largely patronized wherever made available.

The Equitable Life Assurance Company, for instance, has what is known as the Equitable Credit Union. Employees are privileged to deposit a part of their surplus earnings in the union, to be converted into investment securities of the highest order. When circumstances make it necessary, employees are permitted to borrow money through this union at a nominal rate of interest.

An Excellent Savings System

The Staff Savings Fund of the Metropolitan Life Insurance Company is outlined below:

To provide a system by which the employee and his family may be protected against the consequences of invalidity, old age, and death, the company, since 1900, has maintained a Staff Savings Fund. This is open to all employees whose annual earnings do not exceed \$3,000. Deposits in any year must not exceed 5 per cent of the earnings. The funds thus obtained are invested by the officers so as to bring the largest return consistent with safety. To encourage employees to contribute to the fund, the company subscribes an amount equal to 50 per cent of the employee's deposit. Depositors may withdraw from the fund at any time and for any cause. Unless the withdrawal be after twenty years' service, or is caused by death or incapacity, the employee may take out only his own deposits,

plus interest accumulations. After five years the company's subscriptions are not withdrawn, but are left in the fund for the benefit of the persistent depositors. If an account is opened for one year and less than five, there is a sliding scale of credits to other depositors on account of forfeitures, starting with 50 per cent during the second year and increasing to 80 per cent in the fourth. On the other hand, where an account terminates because of death, old age, or incapacity, the beneficiary is entitled to the total deposits together with the company's subscriptions and interest. In this way, modest deposits by employees grow in the course of a number of years into very considerable sums, as is indicated by the following typical illustrations:

A home office clerk, whose total deposits amount to \$1,565, has to the credit of his account in the fund, \$4,042.

A superintendent has deposited \$1,192; his credit balance amounts to \$3,540.

A home office clerk, whose account was closed after twenty-six years of continuous service, deposited between March, 1900, and April, 1913, \$445. She received \$1,183.33, or a gain of \$738.33 in thirteen years.

A home office clerk, whose account was closed by death, deposited between January, 1903, and August, 1914, \$790. His widow received \$1,654.74, representing a gain of \$864.74, in the period of eleven and a half years.

In some business establishments, branches of local banks are operated for the convenience of the workers. In the large banks a special section is given over to the accounts of their own employees.

Insurance and Pensions

Insurance and pensions for employees serve to allay worry about provisions for old age, disability, or death. Many types of group insurance are offered; numerous pension plans are in use. Mutual aid associations, under the management of employees and the patronage of employers, function to render service in case of illness, disability, or death.

Group life insurance is a form of life insurance which protects not less than fifty employees. It is written under a policy issued to the employer. The employer receives a blanket policy, covering the employees insured for amounts arranged by the employer ranging from \$500 to \$3,000. Liberal provisions are made in the group life policies for total and permanent disability benefits, and for various modes of settlement in the event of death. Policies are participating, and any divisible surplus accruing is annually ascertained and apportioned and either paid in cash to the holder or applied to the payment of premiums.

The employee receives an attractive certificate showing the amount of his or her insurance and the name of the beneficiary. This certificate is constructed to provide for a photograph of the establishment or of the founder or executive head of the concern, or perhaps the reproduction of a trademark. Provision is also made for the inclusion of a letter over the signature of the employer, outlining the gift and its importance to the person insured and to his family. This letter gives the employer an opportunity to express in the most suitable manner his appreciation of the loyalty and faithfulness of the employee.

In a large department store, where they have a mutual aid association of this kind, all matters of information concerning the society are posted regularly so that every employee may know at all times the exact state of affairs of the association. The dues never exceed 10 cents a week and each person, after being in the company's service three months, is given an insurance policy of \$500, which is increased \$100 a year until it reaches a total of \$3,000.

Sick benefits, legal aid, and medical attention accrue to the employee through his membership in the association. All rights, claims, or interest in the benefits cease upon termination of service.

A Company Policy

A certain insurance company issues a policy covering disability to its employees which provides for the payment of two-thirds salary during the first twenty-six weeks of illness, beginning with the eighth day of sickness. From the beginning of the twenty-seventh week of sickness to the expiration of the fifth year of sickness, one-half of the original benefit is paid. After this time, until the employee reaches the age of 65, one-quarter of the original benefit is paid to him.

This same company also provides for disabled employees who have been a long time in its service. The following rule covers it: "Any home office clerical employee insured under the group health policy, having passed the age of 65, whether incapacitated or not, may, if he desires, be referred on the recommendation of the section head to the executive to be retired at one-third salary. This practically insures every disabled or superannuated employee the equivalent of one-third salary for life."

Bonuses

Monetary supplements in the nature of bonuses are common in business as well as industrial organizations. One company, for example, gives all employees who were in the service at the beginning of the calendar year two weeks' vacation with full pay. If the employee comes into service after January 1, and before March 1, one week is allowed; additional vacations are given with increasing length of service according to the following table:

After 5 years of service.....	1 day
After 10 years of service.....	3 days
After 15 years of service.....	1 week
After 20 years of service.....	2 weeks

Profit-Sharing

Profit-sharing plans in business organizations are usually based upon a sliding scale to coincide with the company's profits. Seniority bonuses are given as Christmas gifts in some concerns. One plan is to give 10 per cent of the current year's salary upon the completion of ten years service or more; for five years and up to ten years, 5 per cent of the current salary; less than five years, \$75 to \$100 flat amount. Bonuses and rewards for valuable suggestions and for completion of educational work and for length of service as mentioned in a previous chapter, are also allowed in business establishments.

Bonuses on Advertisements and High Cost of Living

Since the permanent success of department stores depends largely upon the truth and correctness of their advertisements, some of these concerns pay a reward of \$1 to the employee who calls attention to grammatical errors, misrepresentations, or typographical mistakes found in the firm's advertisements. The attention of each employee is thus directed to the current activity of each department and he or she is impressed with the company's policy of fair dealing with the public.

The high cost of living has become a serious problem to salaried workers, and as a consequence special bonuses have come into vogue for supplementing the wages paid. This payment, known as a "high cost of living bonus," is meant to be an addition to wages until permanent adjustments can be effected between income and outgo. Many business houses and banks are paying high cost of living bonuses of from 10 to 25 per cent of wages and as a basis for computation have classified the salaries, grading the bonus so that the lower paid receive more in proportion. These bonuses are usually included in the pay envelope, and are considered apart from wages or profit-sharing plans, or any other bonus.

Education

In the training departments of business houses nothing is left undone to awaken the interest of employees in the educational opportunities offered. The alert and inquisitive minds in the organization are brought to the fore through educational supervision, and all employees are spurred on by the promise of greater scope for service that results from educational advantages.

An early writer has said:

I consider a human soul without education like marble in a quarry which shows none of its inherent beauties until the skill of the polisher fetches out the colors, makes the surface shine and discovers every ornamental cloud spot and vein that runs through the body of it. Education, after the same manner, when it works upon a noble mind, draws out to view every talent, virtue, and perfection which without such help are never able to make their appearance.

Concerns desiring to build future leaders from present employees find that education is a powerful tool with which to do the building. It is not easy to lay out a program of study that will fit the complexity of human types found in organizations employing thousands of workers, or to meet the needs of varied businesses. The nature of the studies to be taken up and the kind of training desired depend wholly on the organization itself.

Educational programs are, however, of equal importance with business programs, and the success of the latter is dependent on the thoroughness with which the former is carried out.

Training and the Employment Manager

It is the work of the employment manager or personnel director, in business as in industry, to supervise the training of employees. He must study the need of the particular firm

and business and lay out his detail program in harmony with their requirements. Figure 91, illustrates the extensiveness of the educational work of a New York department store. Appendices H, I, J, respectively, present in detail the educational plans of a representative bank, a representative department store, and a representative business firm, which are of suggestive value.

CHAPTER XXVIII

THE MEDICAL DEPARTMENT

Benefits of Medical Department

Among the benefits which accrue to a plant through the installation of a medical department are these:

1. The thorough investigation of the physical ability of an applicant to meet adverse conditions of a job is an obvious advantage to both the employer and the employee.

2. A professional medical department can not only advise on physical ailments or direct a person to his own medical adviser, but can prescribe.

3. It can also reduce the amount of tardiness and absence by discovering and correcting such minor defects or ailments as defective teeth, headaches, varicose veins, neuralgia, etc.

4. Not only are accidents owing to defective hearing and vision reduced, but claims for avoidable injuries arising out of previous accidents can be more easily met and disposed of.

Persons who fear that the examinations and work of a medical department may become so stringent as to be a menace to industrial freedom and a bar to the undoubted right of every man to earn his living for himself and family, should know that the usual number of rejections as a result of the medical examination is estimated to be only 3 to 5 per cent.

When employees get the false impression that the medical department's sole function is to reject applicants who are not physically perfect, they look upon the idea as being a one-sided affair, benefiting the employer only. This critical attitude on the part of workers has had much foundation in fact, springing from experience with firms that were unfortunate

in the choice of doctors or that employed the services of a doctor only to conduct the pre-employment examination, his office and interests being quite removed from the shop.

The fully equipped and integral medical service afforded in the modern industrial plant, however, gives cause for nothing but sincere respect and attraction on behalf of the workers. Its primary purpose, far from being to reject applicants, is to obtain healthy, vigorous workers and to keep them healthy and vigorous throughout their lives. The employee is given the benefit of free expert medical service. The more intimately the doctors and attendants know the jobs in the factory, the greater will be the influence of the medical department.

Functions

The medical examination proves itself a great economy to a plant by eliminating the really unfit at an early stage. It benefits the workman by enabling the employment department to place him where he will be able to do the best work. Moreover, the work of the medical department embraces a field far wider than that of examining applicants for employment. In fact, the function of a well-developed medical staff in a large plant is threefold:

1. To examine applicants for employment.
2. To care for injured employees.
3. To care for the general health of employees through various prophylactic measures.

In carrying out the third function, the medical department should work in close alliance with the safety department, which cares for the prevention of accidents, etc.

The Pre-employment Examination

The purposes of the pre-employment examination have already been discussed. Such an investigation of physical

MEDICAL EXAMINER'S CERTIFICATE — FEMALE			
NAME _____			
QUESTIONS ANSWERED BY APPLICANT IN CONNECTION WITH ANNEXED APPLICATION			
1. Have you consulted a physician within the last year? _____			
2. Physician's Name? _____			
3. Are you subject to fits? _____ 4. Have you had articular rheumatism? _____ 5. Have you been vaccinated? _____			
6. Have you had any illness or any injury during the past five years; if so, what? _____			
7. Have you any other disease or physical infirmity? _____			
8. Is there any disease you are likely to have inherited? _____			
9. Have you ever had menstrual difficulties? _____			
Be specific. _____			
10. General development _____ 11. Height _____		10. _____ 11. _____ feet _____ inches	
12. Weight _____ 13. Hair _____ 14. Complexion _____		12. _____ 13. _____ 14. _____	
15. Eyes _____ 16. Age _____		15. _____ 16. _____	
17. Heart: { a. Number and Character of pulse beats _____		17. a. _____	
b. Where apex beats _____		b. _____	
c. Auscultation _____		c. _____	
d. Percussion _____		d. _____	
e. Blood-vessels _____		e. _____	
18. Lungs: { a. Number and character of respiration _____		18. a. _____	
b. Percussion _____		b. _____	
c. Auscultation _____		c. _____	
19. Kidneys and bladder _____		19. _____	
20. Cachexia, Diatheses, Temperate, &c _____		20. _____	
21. Opinion as to applicant's statement after examination. 22. Opinion of applicant's chances for longevity. 23. Vaccinated when examined _____		21. _____ 22. _____ 23. _____	
24. Remarks _____		24. _____	
25. If applicant rejected, for what cause _____		25. _____	
New York _____ 191 _____		M. D. MEDICAL DIRECTOR	

Figure 92. (a) Medical Examiner's Certificate Used by the National City Bank of New York. (Size $8\frac{1}{2} \times 11$.)

American Smelting & Refining Co.

Date	Department									
Name	Age No.									
Address										
Height	In. Weight lbs. Natlty.									
Girth of chest (at nipples): At expiration inches										
At inspiration inches										
General examination (head, chest, abdomen, extremities)										
.....										
.....										
Nose and throat										
.....										
Heart										
.....										
Genito-urinary organs										
.....										
Hernia										
Hemorrhoids										
Deformities										
.....										
Eyes										
Vision — Right Left										
Ears										
Hearing — Right Left										
<table border="0" style="width: 100%;"> <tr> <td></td> <td style="text-align: center;">Right</td> <td style="text-align: center;">Left</td> </tr> <tr> <td>Teeth Missing—Upper</td> <td style="text-align: center;">8 7 6 5 4 3 2 1</td> <td style="text-align: center;">8 7 6 5 4 3 2 1</td> </tr> <tr> <td>Lower</td> <td style="text-align: center;">8 7 6 5 4 3 2 1</td> <td style="text-align: center;">8 7 6 5 4 3 2 1</td> </tr> </table>			Right	Left	Teeth Missing—Upper	8 7 6 5 4 3 2 1	8 7 6 5 4 3 2 1	Lower	8 7 6 5 4 3 2 1	8 7 6 5 4 3 2 1
	Right	Left								
Teeth Missing—Upper	8 7 6 5 4 3 2 1	8 7 6 5 4 3 2 1								
Lower	8 7 6 5 4 3 2 1	8 7 6 5 4 3 2 1								
Remarks										
.....										
.....										
..... M. D.										
Examining Physician.										

Figure 92. (b) Medical Examiner's Certificate, Used by American Smelting and Refining Company. (Size 5 x 8.)

THE UNITED RAILWAYS AND ELECTRIC COMPANY OF BALTIMORE

PHYSICIAN'S CERTIFICATE

File No. Date

Full Name..... Address.....

Age..... Height..... Weight..... Examined for Position as.....

Has the weight increased?.....or diminished.....Why?.....

FAMILY HISTORY

Father.....Sisters.....

Mother.....Brothers.....

Any tuberculosis in the family?.....

Any other hereditary disease as heart disease, kidney disease, insanity or rheumatism

PERSONAL HISTORY

Have you ever been confined in an institution of any kind?.....

Previous occupation.....

Have you any cough, spitting of blood or have you been seriously ill?.....

Have you ever had any night sweats?.....

If so, when.....and duration?.....

Do you use alcoholic drinks?.....to what extent?.....

Do you use tobacco?.....to what extent?.....

Have you been vaccinated?.....when.....

Have you had any of the following diseases:

Rheumatism.....Flies.....Tonsillitis.....Pneumonia.....

Fistula.....Syphilis.....Vertigo.....Convulsions or Fits.....

Stomach Trouble.....Typhoid Fever.....Gonorrhea.....Bark Disease.....

Are you now in good health?.....

Are you now receiving medical treatment?.....

Figure 92. (c) Physician's Certificate, Used by United Railways and

PHYSICAL EXAMINATION

Physical appearance of applicant, robust, medium or delicate.....

Teeth.....Tongue.....

Condition of the heart.....

Pulse Rate.....Quality.....

Lungs Percussion.....Auscultation.....

Any deformities.....

Reflexes, Knee.....Pupillary.....Romberg's sign.....

Inguinal canals, Right.....

Left.....

Other form of Hernia.....

Varicocele.....Hydrocele.....Varicose Veins.....

Feet.....

URINALYSIS

Color.....Sp. Gr.....Albumin.....Sugar.....

EAR AND EYE EXAMINATION

With or without glasses.....

Distance vision	{	Right eye.....	Color sense	{	Yarns, right.....	left.....
		Left eye.....			Lights, right.....	left.....

Any defect in sight or hearing.....

Remarks.....

.....

.....

I have examined applicant who failed to pass physical examination.

..... M. D.
Medical Examiner

SPACE BELOW NOT TO BE USED BY APPLICANT.

REPORT ON PHYSICAL CONDITION OF EMPLOYEE.

Name..... Born..... Date..... Age.....
 Address..... Home..... Phone.....
 PARENTS: { Father..... Sisters.....
 Mother..... Brothers.....
 PERSONAL HISTORY
 Married Single..... General Health.....
 PREVIOUS ILLNESSES
 Brain..... Blood Vessels..... Gastro-Intestinal.....
 Nervous..... Pneumonia..... Typhoid.....
 Heart..... Pleurisy..... Malaria.....
 Lungs..... Abdomen..... Arthritis.....
 OPERATIONS..... INJURIES..... SHOCKS.....
 PERSONAL HABITS: { Alcohol..... Coffee..... Sleep.....
 Tobacco..... Tea..... Appetite.....
 PHYSICAL EXAMINATION:
 T..... P..... Eyes..... Vision.....
 Nose..... Throat..... Teeth..... Skin..... Middle Ear.....
 Weight..... Height..... Chest..... Exp..... Abd.....
 LUNGS
 Right..... HEART.....
 SOUNDS.....
 Rhythm.....
 Left..... Myocard.....
 Endocard.....
 Blood vessels..... Blood Pressure Syst..... Diast.....
 Medical advice.....
 Urin—Sp. Gr..... Reaction..... Albumen.....
 Microscopic.....
 Other Specimen.....
 Date..... 19..... M. D.

Figure 92. (d) Medical Examiner's Certificate, Used by Equitable Life Assurance Company (fourth page of application form). (Size 11 x 8¼.)

qualifications protects the worker from placement on a job that would overtax his strength or limit his usefulness; a man suffering from fallen arches would hardly be put on a standing job, nor a person with hernia on a job that required lifting or abdominal strain. Those who are physically fit are placed to better purpose, that is, there arises no obstacles to changing them around on varied work of any type that they can do.

The questions asked and the defects to be noted will, of course, vary with the plant and the type of work to be done.

A study of the preceding sample forms will indicate better than any abstract discussion, the type of examination which is proving successful in diversified kinds of work. Figure 92a is used by the National City Bank of New York, Figure 92b by the American Smelting and Refining Company, and Figure 92c by the United Railways and Electric Company of Baltimore.

Many railroad companies, the civil service, and concerns, such as the Equitable Life Assurance Company, incorporate the medical certificate as part of the application blank. (See Figure 92d.)

Report to Employment Department

Upon completion of an examination the medical department should send to the employment department, in addition to a copy of the certificate, a summary of its findings on a separate card form (Figure 93), briefly classifying the applicant's physical condition for information in placing him, and for the purpose of calling attention to the outstanding points the examination has disclosed. A check mark at the proper item indicates the epitomized opinion of the doctor.

Defects are recorded on the card by the letters A, B, C, D. The card is given to the employment department so that the

employment manager may know what the risks are. The classification of the applicant is thus interpreted:

A—Perfect man.

B—Numerous small defects.

C—Means a man who has something the matter with him.
There are departments where it would be all right for him to work.

D—The man is considered a bad risk for any department.
He is an accident risk.

	Date
TO EMPLOYMENT DEPARTMENT		
M.		
is in class		
Remarks	{	A. B. C. D.
Additional facts:		
.....		
.....		
	 Medical Department

Figure 93. Card for Summarizing Applicant's Physical Condition

The employment manager looks this report over and decides what the opportunities for the man are. He may be fitted for one department or several.

For concrete examples of how medical departments are organized and function, in industrial plants and large offices. the following brief statements are submitted.

Caring for Injuries and Illness

That the real work of the medical department is of a constructive nature, and that it occurs after and not before the employee has been hired, is witnessed by the statements of several prominent firms. A large public utility company of Illinois writes:

Periodical inspections, which include all employees of the company with the exception of laborers and temporary help, are conducted by the company physician. . . . A visiting nurse service is also maintained to insure proper care and medical attention of sick employees. The nurse is sent to the home of any absent employee on the request of the head of department in which he works to give such help or suggestions as the case may warrant. The physical inspection and medical examination of employees, the visiting nurse service, and the company's welfare work in general are conducted under the supervision of the employment bureau. The care exercised in safeguarding the health of employees since this system was established several years ago has been productive of excellent results and has materially increased the efficiency of the working force.

An Ohio clothing factory has these purposes for its medical department:

For the physical needs . . . a complete medical department is maintained as part of the employment and service department. A graduate nurse is in direct charge of this work. The equipment includes a dispensary, separate rest-rooms, a waiting-room, and a consultation room for the factory physicians. The medical staff consists of a physician, an oculist, and a dentist. The physician is at the factory three mornings a week, the oculist two mornings, and the dentist one morning. All medical work done at the factory is paid for by the company. Outside service of the factory physician is furnished to employees and their families at special rates, except in instances where the employment and

service department recommends treatment at the company's expense.

A machinery manufacturer in a Massachusetts city of 200,000 population says:

The employment department of a factory is in very close touch with the health department. It examines the men mentally, just as the health department examines men physically. The employment department, having determined that the man is mentally fitted for a certain type of work, turns the prospective employee over to the health department to determine whether he is physically capable of handling the work. If the health department approves after examining the applicant, every possible effort has been made to select the right man for the right position. This is of obvious value to the factory, but it is also of great value to the employee, because he is placed in a position where every advantage is given him to do the best work of which he is capable and from which he has more opportunity to rise than if in a department or position to which he is unsuited. So close is the connection between the two departments . . . that with the safety engineering department, a triad is formed which has a biweekly conference upon matters where the three departments come in touch. The smooth and intelligent co-operation between these three departments produces almost ideal handling of the problems of the employee.

A department store in a large Illinois city reports that:

The medical division of our plant consists of the head of the staff and three other physicians—two within the office and one for outside calls. There are four nurses—three for office and house emergency work—and one who makes follow-up calls for the visiting physician, and reports upon home conditions of disabled employees. . . .

With this force of physicians and nurses we have accomplished remarkable results. The most notable of these is

the health security which our employees enjoy. In spite of the thousands in daily contact, there is little danger from the spreading of contagious disease because of the constant vigilance of this department. All employees partake of the advantage of the medical service, but those who have served one year in the employment of the company become entitled to special medical benefits. Those who have served less than one year receive attention in cases of illness at the doctors' offices in the store only. Those who have served for one year or more are entitled to all the privileges of the former and, if necessary, attendance at home from the medical director or assistants. In cases of injury the Workmen's Compensation Act requires a limited amount of service to the injured person, but the effective organization of our medical department enables the company to give every necessary attention for complete recovery.

A mail-order house in New York says:

There is a fully equipped hospital on the third floor, with a graduate nurse and attending physicians who may be consulted by employees when ill during business hours. Beds are provided in the hospital for the accommodation of those needing them. An eye, ear, nose, and throat specialist is in attendance three days each week. Treatments are given and eyes are examined free. Glasses, if needed, are procured at a special price, and are adjusted by an experienced optician. Arrangements have been made with the New York Dental College, where employees will be treated free of charge, except for the cost of the material used.

An Ohio automobile factory in a city of 200,000 says:

The company proposes to operate a health department in connection with the employment department for the benefit of all new employees and such of the present working force as desire to avail themselves of the privilege offered by this department. A physical examination will be made free of charge by skilled and trained doctors, with the idea of giving the employee an inventory of his human machinery.

All employees found to be in good physical condition will be given the privilege of having another examination at the expiration of a year. All employees who possess ailments will be encouraged to consult their family physicians, and they may report to the health department for re-examination at stated intervals during the time they are under treatment with their family doctor.

There may be employees on the premises doing work which is aggravating some physical ailment or defect, and they fear to mention the fact, believing that such knowledge might jeopardize their position with the company. These employees are doing themselves a great injustice, because the condition may be so aggravated as to render them totally disabled. This new work is to correct any misunderstanding in the minds of the employees regarding physical defects and do them a real service by placing them in work which they can do without injury or handicap to themselves and encourage them to receive treatment for their ailments and eventually to become contented and healthy workers.

An automobile factory in a large Ohio city says:

Our medical department has no responsibility beyond repairing damage done at work, although the doctor takes care of sickness and injuries not contracted at work, to keep men on the job. Men able to do light work, but not their regular work, are given light work on regular pay. We have a man with a bad heart—on the job by reason of constant care by the doctor. We have a man 60 years old who has had rheumatism since childhood. He couldn't get life insurance. We keep him on the job, through the doctor's help, in order that the worker may pay for his home.

Importance of Health in Industry

The importance of health in industry cannot be overestimated. Companies that make careful inquiry into the question of physical hygiene show that the time lost by employees through illness is several times as much as that lost

as the result of accidents. It is true that accidents sometime result in permanent disability and death, but it is equally true that illness may also cause these same results. Time lost on account of accident is less than time lost on account of personal reasons, while time lost for personal reasons is less than time lost on account of sickness. The chief difference is that the loss to an employee through accidents occurring during the course of his employment, is now generally recognized as a cost which should be borne by industry and not by the individual, while that incurred through sickness is not so regarded. Since, however, the fundamental concept of workmen's compensation is to insure the individual against heavy losses that he is not prepared to bear, it has been argued that the cost of illness should also be transferred from his shoulders.

The Cost of Illness

Illness in industry has an effect on operating costs that is far from being generally realized. Whenever a man is absent from his work because of illness, the substitute taking his place is, as a rule, less efficient; he produces less, spoils more raw material, and on the whole requires more supervision.

The illness of a workman, therefore, is not a matter which concerns only himself, for it is a direct loss to his employer. The cost of health supervision is not relatively large, as is shown by a comparison of the cost of such supervision in 99 establishments employing nearly 500,000 persons, made by M. W. Alexander for the conference Board of Physicians in Industrial Practice. The figures vary rather widely, since some plants reported only the medical cost, while the majority included the cost of clerical assistance. The average cost a person a year was \$2.50, or about three-fourths of a cent per day.

Provisions for Physical Welfare

The Metropolitan Life Insurance Company provides for the physical welfare of its employees in this manner:

Treatments include necessary medical and surgical care, physical examination, and instruction in hygiene. Physicians, including a specialist for eye, ear, and throat, hold daily clinics. A dental clinic has recently been added and the teeth of employees will be examined semiannually. Generally speaking, most of the cases require minor surgery or the application of simple therapeutic agencies, so that, after a visit to the dispensary, the employee is enabled to continue at work. Heretofore, in the absence of dispensary facilities, it was necessary to send home any one who was temporarily unable to work. The experience with the medical service has, therefore, justified the company's foresight in establishing it.

All applicants for positions in the home office are subjected to a careful medical examination, not only to discover any inherent tendency toward early incapacity, but to safeguard the health of the staff already engaged. A re-examination is made annually in order that serious diseases may be discovered in the early stages and proper remedies suggested.¹

Yet, as may be expected where over 4,000 persons are employed, a considerable number is taken ill each day while at work. For such sick employees the company provided in June, 1911, a completely equipped dispensary, consisting of a nurses' office, two service rooms, one restroom for men and one for women, and an isolation room for the treatment of accidents.

The dispensary is open during office hours, i.e., 9 A.M. to 4:30 P.M.; Saturday 9 A.M. to 1 P.M. The medical directors, their assistants and three graduate nurses are in charge.

If clerks develop tuberculosis, they are sent to the company's sanatorium at Mt. McGregor. This is described later in this pamphlet. The company's interest in a case does not cease after the clerk is able to return to work. There are now twenty-two ex-patients at work under the supervision

¹ For a fuller discussion of this subject, see Appendix K.

of the medical department. These patients are given extra diets daily—morning and afternoon. It is possible, therefore, to observe these arrested cases twice daily. In this way, any change in general appearance or return of temperature may be noted and immediate action taken. Temperature, pulse, and weight are recorded biweekly.

During the period of one year, 23,098 visits were made to the dispensary by 1,948 patients. Of these, 67.3 per cent were women and 32.7 per cent were men; 14,573 medical and 8,525 surgical treatments were given. The daily average was 83.75 treatments. Also 288 patients were referred to hospitals and other institutions for special treatment.

In that year eyes were examined for defects in vision in 485 cases, and 1,588 prescriptions were filled through the dispensary at cost.

Aid to Workmen's Families

Some companies not only give medical and surgical attention to injured employees, but also furnish all the medical aid required for the families of workmen as well as for the employees themselves. One company employing 11,000 persons bears the cost of all medical attention required for their employees and families, amounting to approximately \$12 a year per family, which figures down to about 4 cents per employee per day. To record medical service of this kind may necessitate the use of a card, similar to the one reproduced in Figure 94.

An Ounce of Prevention

Educating employees in the observance of health rules is a necessary accompaniment of the other efforts and aims of the medical department. Good water, ventilation, digestible food, regularity in private habits, and health in the home affect accident rates, fatigue, regularity in attendance at work, and antagonism of mind among workers more than is commonly realized.

Through the plant journal and by getting out a series of special "health letters"² the medical department can talk to the entire personnel on hygienic subjects, extending advice on general topics relating to prevention and cure of ailments that are common or prevalent. If the articles and letters are prepared in a simple, yet interesting way, the employees and their families will read them. The "letters" may be mailed to the home address of the employees or given out with the pay envelope.

Value of the Medical Department

Thus from every point of view, the properly conducted medical department has not only justified its existence, but has become an invaluable factor in industry both as a money-saver and as a great humanizing influence. To function to the greatest advantage, it must be closely allied with, if not actually a part of the employment department. By this close association, both the mental and physical welfare of the employee is assured.

² See Appendix L.

CHAPTER XXIX

THE PLACE OF WOMEN IN PERSONNEL WORK

Women in Industry

The war not only opened the gates of industry to women, but in a manner of speaking, herded them together and forced them through the gates. Toward the end of the war (October, 1918), it was estimated that 11,800,000 women were gainfully employed in the United States; and the end of the war has not ended their association with industry. The vast majority of them will remain in it. They were diligent, willing, skilful. They have become a factor seriously to be reckoned with.

Woman Must Work

Woman is not in industry from choice. She is not there to earn pin money, so called; she is not there merely to increase her wardrobe; she is there for the same reason man is there—the very living one of earning her daily bread. She is not contending against him, as in a race; she is simply a cotraveler on the same road of toil.

Women in the Employment Department

To some firms the question of getting and holding female help is as important as that of securing male help. Yet it is different. Woman differs from man fundamentally. Her mental attitudes are different from his, her environment will have different effects on her, and her susceptibility to fatigue and disease is much greater. And her problem must be handled accordingly.

In view of what has already been said, there would seem to be no doubt that the question of female help presents problems that would best be solved by a woman—a woman in the capacity of employment manager, or one under the supervision of a male employment manager.

This matter, because of its very newness, is difficult to determine. Little effort has yet been made to collect data and to learn what has been the experience of business houses.

However, it is not altogether a matter of conjecture. Some light is to be had in this matter—from two sources: from inquiry among progressive business houses, and from women who are actually living the lives of employment managers.

The Opinion of the Business Man

Below is set forth the result of such an inquiry among business houses. The opinions contained in the letters are widely divergent as to some points, and parallel on others; but the consensus of opinion seems to be that woman has a very definite place in the employment department—especially where women are employed.

Of the twenty-nine executives of large organizations who replied to this inquiry:

1. Nineteen stated that they believed women had a place in employment managing.
2. Three stated that women had *no* place in employment managing.
3. Seventeen stated that women might be used to employ *women*, but not *men*.
4. One stated that women could employ men just as well as they could employ women.
5. The balance of these letters were non-committal.

Some Representative Opinions

Some representative letters are the following:

GOODMAN MANUFACTURING COMPANY

Chicago, Illinois

I shall give you exactly what you ask for, namely, some of my ideas in the matter, but I must say that they are based entirely on observation and discussions in connection with plants other than our own, as we employ no women in managerial or executive capacities.

As you say, the term "employment management" is used in a broad sense; so much so that I hesitate to answer your questions without first imposing some limitations on the term. I like your use of "personnel relations," and its subdivision, as you indicate, appeals to me as logical. It is not clear to me, however, what the function of the service department is unless it should be along the lines of welfare work.

1. I believe there is a place for women in the fields of employment management (using the term now in its broad sense). In those plants employing women and girls exclusively, the entire field including hiring, training, and service, could be, and I think should be, handled by a woman under the direction of the general manager. I believe this could also be accomplished in plants where women and girls predominate.

In those plants employing any considerable number of women where an equal or greater number of men are employed, I should think a woman could handle the training and service sections for women, under a general manager of employment, who would be responsible for hiring. These suggestions are based upon the belief that in plants of the first class enumerated, the hiring, training, and other problems pertaining to women are greater factors in plant management than where male employees predominate. It therefore seems that a woman of broad viewpoint and other suitable characteristics should handle the problems mentioned. It is also reasonable to suppose that the person best fitted to direct such activities must possess tact, intuition, sympathy, and ready understanding of the problems, financial and social, that confront women in industry. Such qualifications are more likely to be found in greater degree

in a woman than in a man, although a woman may not possess so great a degree of executive ability. It is after all a matter of organization (and "overhead") as to the scope of such a woman's activities, which must be determined for any particular plant under consideration.

2. As to preparation for such work, I should think that practical experience would come first and educational second. Observation of plants employing women would be necessary to get a line on employment methods, and actual experience as an employee would be essential to develop the point of view of any employee. A woman who has risen from the ranks of the employed to a position of some authority would be able to see both sides of the questions that constantly arise between employee and management. As to education, there should be sufficient to have inculcated orderly methods of thought and to have cultivated analytical ability. You will see that it is the results of education which I am emphasizing, and not the actual number of years in high school or college.

In your question as to what type of personality is most suitable, you ask what is very difficult to answer concretely, but I think a foregoing paragraph giving what I regard as necessary qualifications will at least indicate an answer to the question.

3. In the past there have been, as you know, many objections to women in executive or managerial positions in industry, the feeling apparently having been that women as a class were intellectually inferior to men. On this account many hindrances were placed in the paths of those women who endeavored to blaze a new trail for themselves, their authority being restricted and opposition being presented by those from whom they should have expected co-operation. Of late years, however, this attitude seems to be passing, it having been demonstrated, particularly during the war, that in many fields of endeavor women are equal and in some cases superior to men. I do not see any objection at all to women entering the field of employment management. Such hindrances as they may meet would probably be local and the elimination of such hindrances would be largely a matter of personality.

4. My views on the limitation of effort are outlined in a foregoing paragraph. As to serving in executive positions in departments where male employees are engaged, I should say this would depend upon the individual and her ability to secure the masculine point of view.

5. I am not qualified to answer your question as to salaries, because, as stated above, we have no women in our own plant in managerial or executive capacities.

A. B. BENEDICT.

130 East 15th Street
New York City, N. Y.

"Is there a place for women in the field of employment management?"

I should say "Yes" very decidedly.

"Why?" For several reasons. The work in this field requires an understanding of human nature, individual and en masse, which I think women often possess. The much abused word "intuition" does not, I think, do justice to the ability quickly to analyze a situation or an individual which is often needed in this work and which is possessed by more women in proportion, than men, I think. Again, women have the faculty of appearing sympathetic, although I do not believe they are, in general, as genuinely sympathetic as men. Both these things help—they can win the confidence of employees or prospective employees and yet are not overapt to let sympathy dictate a foolish decision to help an incapable person. Frankly, I am not of those who think women impractical. I am inclined to believe that they get at the fundamentals (given equal previous training) quite as quickly as men, and that, in business, the better grade are intelligently selfish. They are therefore very well equipped for business, and in personnel work they have a field in which there is not, I should say, the antagonism which they are likely to meet with in most other lines of work, because of their sex. It is a new field and they start fairly even.

C. ROY LAMMERT.

DURHAM HOSIERY MILLS

Durham, N. C.

We feel that in the field of employment management there is a splendid opening for women. In our department the employment manager is a man, but in his absence from the office the analyst sees all applicants. It is my opinion that where women are to be employed it is best to have a woman as employment manager, although there is no serious objection in having her employ male help also.

As for preparation, it would be wise for a person expecting to take up this work to take a course in employment management as is included now in the courses given at various colleges in New York and Philadelphia, also in New England. Two members of this department took up this work in New York last winter.

MRS. W. W. SHAW,
Manager.

THE CHASE NATIONAL BANK

New York, N. Y.

In the first place I believe there is a place for women in the field of employment management and that this field will exist just so long as women remain in business. The right type of woman will ordinarily do a better job in selecting women employees on their merits than a man will, although I believe that the average woman looking for a position would rather seek a position from a man. At the same time my experience convinces me that men dislike particularly to talk with a woman employment manager about a position and I do not believe that a woman should be used to select men employees.

R. G. RODKEY.

Before we leave these expressions of personal opinion, let us cite just one more—an extract of a speech by Hugh Fullerton, Service Director for H. Black and Company, Cleveland, Ohio, delivered at the Employment Managers' Conference in Rochester, as long ago as May, 1918: "I want to stand sponsor for the statement, and I want to emphasize it, that the man having a large number of women in his plant needs the assistance of a woman interviewer."

The Woman Employment Manager

The woman employment manager urges her case in this wise: She points out, with a great deal of apparent truth, the numerous advantages a woman has over a man in hiring women. To begin with (says the female employment manager—and the views that follow are hers also) she can make a better appraisal of women. She has a better understanding of the mainsprings of a woman's actions. She is looking at life from the same angle. The problems of the woman she is employing have been her own problems. She has a deeper sympathy, therefore, and is better able to put herself in the applicant's place.

A Woman Begets Confidence

A woman begets confidence in other women. A girl or woman will unburden her heart to a female employment manager of matters she would never think of mentioning to a man.

As has been said before, a great deal depends upon the first meeting between the firm and the applicant. To a great many girls the ordeal of being hired is very little worse than their conception of charging a battery; but if they find the employing is to be done by one of their own sex, their nerves relax and they are able to give tongue to their thoughts and their ambitions.

The Teaching Instinct

The advantages according to the advocates of the woman employment manager, do not stop here. In woman, the teaching instinct is inseparable from the maternal instinct.

The teaching instinct is an important asset to the employment manager. A woman likes to see those under her grow and develop—especially by her efforts. She takes an intense interest in those she employs, urges them to greater efforts, helps them, guides them, checks them when necessary, and advances them when she can.

The Female Employment Manager as a Confidant

If a female employment manager is the right sort, she will find herself the confidant of scores of her female employees. A girl before whom life is opening, is sometimes greatly puzzled by it, and not a little frightened. Such a one will often feel that her mother is apathetic or ignorant of her mental wrestlings (as mothers sometimes are) and that she has no one to turn to for advice and counsel.

Girls in this dilemma will naturally seek their employment manager. They will lay their problems unreservedly before her and they will receive the benefit of her accumulated knowledge and larger experience. More than that, they will feel they have in her a sympathetic counselor on whom they can depend—or to put it more vividly, an “anchor to windward.”

The Female Employment Manager and the Male Worker

The chief objection raised against the female employment manager is that men do not care to deal with a woman when seeking a job. To a certain extent that is true. A great many men do object to asking a woman for a job; but the objection is owing to prejudice rather than to anything else, and usually vanishes when they have tried the experiment.

A woman is not without insight into the problems of a man. The mother of a household is the mentor of her little domain, even after her children are grown up. She has been the solver of her boys' problems from infancy, through boyhood, and into manhood. This has gone on for so many generations that the thing has become hereditary and is as common to women as their ten fingers. And that faculty alone is of incalculable value in employment managing.

The average foreman is especially hard to convince of the practicability of having a woman hire his workers. Yet he comes round when he realizes that she is able to do it at least as well as he, and generally a great deal better.

One woman who makes a business of organizing and installing employment departments, met most determined opposition from one foreman in a certain plant. He considered her not only an interloper, but one without any training or fitness for the job, and with only effrontery to hold her there.

The employment manager knew the attitude of the foreman, and frequently called him into her office to ask his advice and help in hiring certain classes of men. His antipathy began gradually to fade, and at last it vanished altogether.

"Look here," he said one day, "it's useless to call me in here, for I find you know as much about the people I want as I do myself."

And a very short time after that he came to her to ask her to help him keep a valuable workman. His attitude, which was merely the result of old prejudices, had changed completely.

An Additional Source of Information

There is yet another source of information on the subject of woman's fitness for employment managing—that is, the record made of women in other executive positions.

The information in question has been compiled by Mrs. Janet Huntington in her "Survey of Opportunities in Factories for the Executive and Technically Trained Woman."¹ This information is the very latest of its kind, it is thorough, and it is comprehensive. Some citations from this report, setting forth the aspirations of women workers, are given below:

One factory employing five thousand women limits all responsible work to men. Outside of three first-aid nurses, no women were found doing work above that of operative, office worker, or monitor. The monitors are under the direction of the foremen. The employment department is exclusively masculine. Although the product is bought almost entirely by women and advertises extensively, no woman is employed in advertising or sales office except for clerical work. Although many women are technically expert in the general field, and are used in similar government work, no women are found in the laboratories. Workers of a high rate of ability are placed under inexperienced foremen who are frequently much younger than the average of the women they supervise.

It was in this factory more than in any other visited that the workers were criticized for taking no interest in their work, for being unreliable and shiftless, for showing no especial spirit of energy and efficiency. To what could a girl employed here look forward? The humblest man worker had a ladder of opportunity before him. She could hope for a monitor's job at eighteen a week.

Contrast this condition with that of the plant where the vocational department made a special effort to show each girl the possibilities in her individual job, or, if she had ambition, to transfer her to a job with advancement possibilities. Here were no complaints of slacking. Here was a spirit of contentment on the part of the girl willing to perform "futureless" work, and of happy endeavor on the part of the woman of ambition.

¹ Published by the Employment Branch, Y. W. C. A., 610 Lexington Avenue, New York City, and the Industrial Department, War Work Council, National Board Y. W. C. A., 600 Lexington Avenue, New York City.

Summary of Survey

Below is a statistical summary of Mrs. Huntington's survey.

PART 4—DETAILED SURVEY FINDINGS

The following statistical tables present in brief form the findings of the factory survey:

Number employing normally under 100 women.....	34
Number employing normally 100 and under 200 women..	77
Number employing normally 200 or more women.....	139

Total factories visited.....	250
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Total number employing no women in responsible job...	31
Total number employing forewomen.....	73
Total number employing women executives other than or besides forewomen.....	146

Total factories.....	250
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THE SMALL SHOPS (GROUP A)

Number employing no women as executives or techni- cians	11
Number employing women as forewomen only.....	10
Number employing women executives other than fore- women	13

Total shops.....	34
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THE MID-SIZE SHOPS (GROUP B)

Number employing no women as executives or techni- cians	13
Number employing women as forewomen only.....	33
Number employing women executives other than fore- women	31

Total shops.....	77
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THE LARGE SHOPS (GROUP C)

Number employing no women as executives or technicians	7
Number employing women as forewomen only.....	30
Number employing women executives other than forewomen	102
Total shops.....	139

RESULTS BY INDUSTRIES

Industry	Number with			Other than Forewomen	Per Cent with		
	No. Visited	No. Women Exec.	Forewomen Only		No. Women Exec.	Forewomen Only	Other than Forewomen
1. Women's wear.....	71	7	21	43	10	30	60
2. Paper and printing.....	30	4	8	18	13	27	60
3. Textiles.....	23	..	6	17	..	26	74
4. Electricity and machinery	19	1	3	15	5	16	79
5. Hats.....	18	4	5	9	22	38	50
6. Candy.....	14	1	7	6	14	50	36
7. Men's wear.....	13	3	4	6	23	31	46
8. Handkerchiefs, sheets, etc.	12	2	8	2	17	66	17
9. Food products.....	8	1	2	5	12	25	63
10. Canvas and leather.....	6	1	1	4	17	17	66
11. Pencils.....	4	..	2	2	..	50	50
12. Tobacco.....	4	2	..	2	50	..	50
13. Laundry.....	4	..	2	2	..	50	50
14. Chemicals and drugs.....	3	1	..	2	33	..	67
15. Fur.....	3	..	2	1	..	67	33
16. Miscellaneous.....	18	4	2	12	22	11	67
Total.....	250	31	73	146	12	29	59

Woman's Versatility

As may be seen from the figures set forth above, practically every sort of an industrial plant was visited, and that 146, or 59 per cent of them, employed women executives. It seems to be very significant, when more than half of a number of firms picked at random, are found to employ women executives. It seems to prove that women are willing, capable, progressive, and in industry to stay.

In the following analysis of the positions held by women, the remarkable versatility of these women executives will be noticed. They fill practically every position a man is capable of filling, and are doing it competently, no doubt, or they would not be allowed to remain there.

ANALYSIS OF EXECUTIVE AND TECHNICAL POSITIONS HELD BY WOMEN IN THE FACTORIES INVESTIGATED

- I Director of firm.
- I Vice-President.
- I Mediator between help and management.

LABOR RELATIONS

- I Personnel director.
- 26 Employment managers (these are for women help).
 - I Employment manager retail stores.
 - I Employment manager for all help except in office.
- 25 Assistant employment managers.
 - I Service director with duties of nurse and lunchroom manager.
- 25 Welfare workers:
 - I With duties of employment of women and cafeteria manager.
 - I With duties of publicity.
 - I With duties of assistant in employment, library and cafeteria.
- 4 Doctors.
- 80 Nurses:
 - 5 With duties of welfare worker.
 - I With duties of welfare worker, lunchroom, and interviews.
 - I With duties of welfare worker, psychologist, and physical director.
 - I With duties of lunchroom manager, in charge of men and girls.
 - I With duties of librarian.
 - I With duties of employment manager and welfare worker.
 - I Assistant nurse.
- II Instructors:
 - I Traveling instructor (with large salary).
- 2 Visitors.

58 Matrons:

3 With duties of nurse.

19 Lunchroom managers:

3 Assistant lunchroom managers:

1 With duties of librarian.

1 Inspector of efficiency.

PRODUCTION AND STATISTICS

9 Factory managers:

1 Is member of firm and does employing.

116 Production supervisors.

51 Assistant production supervisors.

76 Department heads.

46 Assistant department heads.

4 Head timekeepers.

99 Forewomen who are heads of departments and hire for their departments:

1 Forewoman is member of firm.

1 Forewoman has duties of trained nurse and welfare worker.

1 Superintendent of all departments.

22 Office managers:

2 With duties of service worker.

4 Subheads of office departments.

15 Heads of filing departments:

1 With duties of research in filing.

1 With duties of librarian and information clerk.

2 In charge of stenographic department.

4 In charge of pay-roll department.

2 In charge of billing department.

1 In charge of order department.

1 In charge of transcribing department.

1 In charge of credit department.

1 Chief clerk.

2 Head statisticians.

12 Statisticians.

1 Assistant statistician.

6 Chief accountants.

9 Accountants.

2 Head bookkeepers.

- 7 Cashiers:
 (1 confidential.)
- 1 Assistant cashier.

ADVERTISING AND SALES

- 3 In charge of advertising department.
- 1 Assistant manager of advertising department.
- 6 Publicity workers.
- 3 Special writers.
- 4 Editors.
- 4 Advertising solicitors.
- 2 Copywriters.
- 1 Buyer.
- 16 Artists.
- 1 Head correspondence department.
- 95 Correspondents.
- 1 Assistant correspondent.
- 2 Sales executives.
- 16 Saleswomen on the road.
- 2 Demonstrators.

RESEARCH AND PROFESSIONAL

- 1 Pharmacist shares duties of employment manager with fore-
 woman.
- 8 Chemists:
 2 With duties of employment.
- 1 Analytical chemist.
- 101 Designers.
- 6 Fitters.
- 24 Draftsmen.
- 4 Engineers:
 2 are assistant at present.
- 2 Manuscript readers.
- 10 Librarians:
 2 of these combine their functions.
- 6 Translators.
- 1 Assistant librarian.

Two firms in the printing trade which were also among the largest visited, declined to give figures but said that the majority of their executives are women—in one case 90 per cent.

CHAPTER XXX

INDUSTRIAL HOUSING

Housing a Real Problem

Industrial housing is a real problem, more acute in some places than in others, and taking different forms according to local conditions. On the economic or financial side, it is in the aggregate enormous; while on the social side there is probably no other activity that does more to fix the conditions determining the health and character of our people.

The social cause of evil housing is not alone traceable to indifference, ignorance, or selfishness on the part of the landlord or builder, but to the lack of adequate social control of land and buildings as well. Under modern economic conditions the speculator may buy cheap land and hold it unbuilt for a rise in value; or if he does build on it he may erect unsafe houses and demand whatever rent competition will allow. As immigrants and rural classes swarm to the various industrial centers, housing facilities become limited. Houses that were intended for one family are remodeled and filled by many. Land values as well as rents, advance as the working population increases. The number of rooms for rent diminishes, the housing question becomes an acute problem, the supply of available dwellings becomes so small that the majority of the population are forced to content themselves with unsatisfactory and even dangerous conditions.

Housing Problem Not Yet Solved

The fluctuating demands of industry and the monopoly of land render the erection and ownership of homes imprac-

ticable to the majority of workers unless financial assistance is extended. The home-owning impulse is losing rather than gaining among workingmen, for they fear that home ownership will limit their freedom of choice as to their place of employment. On the other hand, the increasing congestion of labor in various manufacturing centers throughout the country, the lack of decent living quarters in many of these centers, and the higher wages which many skilled and unskilled workmen are receiving, have encouraged the ambitious worker to desire a home of his own. Hence, while the demand for houses is increasing, the supply is diminishing, and the housing problem is yet unsolved.

Capital Not Investing in Housing

Capital in general has for some years been more inclined to seek other channels of investment than housing. The individual home-builder and the large operator alike have been finding it progressively more difficult to obtain housing mortgage loans on favorable terms as compared with those terms which can be secured on other classes of investment.

Causes for Poor Housing

All these causes, resulting in the enforced acceptance of unsatisfactory accommodations, lie back of the insufficient construction of adequate housing facilities. As a consequence, the average quality of housing is lowered, the drift is towards tenement living, slums, and overcrowding in a few rooms. Rented individual dwellings present many social advantages for sound family life, but compared to tenements they have been growing less profitable.

Thus a variety of social factors, such as the unrestricted private ownership and uneven distribution of land, the influx of foreign and rural population to industrial centers, racial and class gregariousness, the greed of landlords, builders'

ignorance and low standards, to say nothing of the lack of social foresight, are responsible for the haphazard, inconvenient, ugly, and congested housing.

Inadequate Housing Means Decreased Production

During the war, conditions forced attention to the fundamental fact that inadequate sleeping facilities, food, merchandise, recreation, and everything relating to family and social life outside of working hours, put a limit on production in the factory far below the possible maximum capacity.

Under the stress of urgent production, in some localities where there is a lack of housing facilities, boarders and roomers crowd into private homes and families double up. Enterprising boarding and lodging-house keepers provide an extraordinary quantity of bad and frequently vicious accommodations by herding people together like cattle. One of the common expedients is to rent the same bed to three men in successive eight-hour shifts. One family with eight children, occupying a single room of a one-story shanty, kept a boarder in the corner. These are among the methods resorted to in the absence of adequate housing accommodations.

The Relation of Housing to Turnover

The housing of workers is closely bound to industry itself. Proper housing facilities is one of the problems in which the employment manager, or whatever one chooses to call him, should concern himself. It is particularly difficult to retain skilled men under bad living conditions, and skilled men are usually the steady, self-respecting sort, generally married and with families—the strength of American industrial life. The employment manager, therefore, is confronted with the problem of housing as it affects the labor turnover.

Boyd Fisher in his excellent paper, "Good Housing as a Reducer of Labor Turnover," says: It cannot be said that

poor housing is the principal cause of labor turnover. Employment methods within the plant will primarily control, whether a manufacturer keeps his employees or not.

Workmen choose their employer precisely as their employer chooses them, and of late years the manufacturer has learned that it costs him money when workers reject him as an employer. He has seen the need of being an efficient employer, as hitherto he has insisted upon efficient workers. He has come to examine and improve the methods by which the workmen get on the pay-roll, and he has come to see the necessity of making more clear and equitable the bargain he makes with the man he hires. He has come to see the need of improving working conditions and of facilitating the methods by which the worker can call, from time to time, for re-examination of the terms of the bargain and improvement of the working conditions. It cannot be too strongly emphasized, however, that housing is one of the very important influences bearing upon stability of employment.

Investigation has amply proved that even the most ignorant of workers will not long remain in uncomfortable quarters. It proves, more than this—that even where bad housing is general, the worker will move from one job to another in constant search for improved housing conditions.

As pointed out by Mr. Fisher, where housing accommodations are not causing trouble, labor turnover seems to be fairly low. In the vicinity of Philadelphia, eleven adjacently situated plants, with an average normal turnover of 15 per cent a month, suffered a turnover of 25 per cent when housing conditions became unsatisfactory. The normal turnover of labor on Staten Island was found to be 2 per cent a month, but during the crowded war period, because of poor housing and transportation, it jumped to 25 per cent a month.

Betterment of Housing Conditions by Employees

Since it is established that bad housing is a causal factor in high labor turnover, it is well worth while inquiring whether

it is advisable for employers to better this condition by enterprises of their own. A study of such enterprises already made is found in the following data from the paper referred to.

Two separate investigators, Leslie H. Allen and Leifur Mangnusson, addressed circular inquiries to a number of companies, of which 365 had provided adequate housing for their employees. The testimony was fairly unanimous to the effect that labor turnover was materially reduced.

Significant in this regard is the proof in a letter received from the employment management of a company employing large numbers of negroes. On the whole, the policy of this company towards its negroes is based upon a high plane. After careful analysis of turnover among colored workers who lived in comfortable houses in town as compared to the turnover of those living in crude camps or barracks adjacent to the factory, it appeared that the annual percentage of turnover in the first instance was only 107 per cent as compared with 1,080 per cent per year in the latter instance.

Examples of the Benefits of Good Housing

A Pennsylvania mill has some very positive evidence of the cash value of good housing. Their manager writes us:

"Our two blast furnaces are located twenty miles apart, and between them is the blast furnace of a rival company. We consider our housing facilities superior to theirs, and to give you an idea of the effect of this would state that for years past they have had to pay more per day, of the same number of hours, for all of the men they employ around their plant. Of course, the wages differ for different positions, but any position at their plant pays more money than a corresponding position at either of our two plants. Furthermore, the general living conditions around one of our own plants are somewhat better than the other and in view of this we find we have to pay a differential in the labor scale, although the plants are only twenty miles apart. Hardly a month goes by that we do not get some man to come to us from this rival firm, or rather furnace, stating

that the reason for moving is, though they get less wages, the housing conditions are better around our plants. I might say that while we have not got the exact figures for comparison, we believe our labor turnover is exceptionally low compared to other plants in the same line of business, and we find the difference between the labor turnover at our different plants bears a relation to the desirability of the houses and living conditions at the respective plants."

Out of 213 companies investigated by Mr. Mangnusson, 180, or 84.5 per cent, reported on the nature of the result obtained from their ventures in housing. Of these, 175, or 97.3 per cent, set the result as satisfactory both to the employees and to the company, and only 5 said that the results were unsatisfactory, or not positively helpful.

Good Housing's Advantages Enumerated

A subject classification of advantages as gleaned from this investigation is given below, the number of firms subscribing to each advantage appearing thereafter.

Secures better class of workers.....	75
Stabilizes labor	47
Secures necessary help	43
Reduces floaters	42
Brings about improved living conditions.....	32
Greater loyalty	24
Secures more contented workers.....	24
Secures more efficient workers.....	17
Better control of labor situation.....	9
Better standard of living.....	8
Married men attracted.....	6
Greater regularity of employment.....	5
A better house for the workman for less money.....	4
Profitable to company.....	3
Very satisfactory	3
Facilitate part-time	3
Value in advertising company and keeping it favorably before the public.....	1

Apart from the labor turnover feature, and from the humanitarian or sentimental side of the question, employers realize that inadequate housing hurts production—that unhygienic and unsanitary housing produces unhealthy, inefficient, time-losing, stupid, and troublesome workmen.

A Social Responsibility

The interest of employers in the health of their employees is shown in factory and office conveniences, restaurants, rest-rooms and hospitals, drinking fountains, shower baths, and clubrooms. In view of the attention given to the housing of machines, tools, and equipment, could not employers go a step further and give the same attention to the housing of their employees? Many employers frankly recognize that a social responsibility rests upon them, that it is incumbent upon them to start the ball rolling and open the way for the workers to avail themselves of the opportunity to secure decent living quarters.

In fact, employers do not find houses springing up around their plants without any effort on their part. Even in large cities they have had to combine to raise the necessary capital to remedy the housing situation.

The Employee Not to Assume Full Control

The solution of the housing problem depends largely on circumstances and local conditions. A civic association, a contractor of good repute, the municipality or state, a building and loan society, or chamber of commerce may finance the undertaking; or the employer must furnish the funds himself, either wholly or in part. But, except under extraordinary conditions, it is a false and discredited theory that leads the employer to monopolize the home-building and renting situation and to assume exclusive control without taking into

account the factor of human choice, the likes and dislikes, the financial ability, and the prejudices and fancies of employees.

A good example of the error committed when the employer builds and rents the houses may be seen in almost any small mill town of the South or New England. A few years back, the accepted plan was for the company to erect a number of houses or tenements exactly alike (even to the wallpaper and the color of paint on the outside), set in rows, and to rent them to the employees at such a low figure that the difference in rent was supposed to be accepted as part of the wages paid. The whole scheme was a vicious circle, making for the retrogression of the employee and his family, to say nothing of the architectural blot that was inflicted upon the town. It was simply a matter of wrong ideals prevailing in that period.

A Throwback to Colonial Days

Perhaps it was a natural development from the early days of the colonial manufacturer who established his mill where water power was available, and by force of necessity had to provide accommodations for the labor which he brought there. Industrial housing, as represented by this circumstance, dates back to the early days; one such project is recorded as having been set up in Delaware as early as 1831.

Even today, in obscure, isolated places, such as mining sections and lumber camps, the company must erect practically an entire community, installing sewer, water, and lighting systems, as well as building houses and other structures. But as the community grows and the population increases, such corporation endeavors become unnecessary, for they foster monopoly and breed dissatisfaction among the workers, who have been rendered voiceless in the question of rents and the choice of homes.

Extremes in Company-Controlled Towns

There is a desire on the part of some large corporations to surrender the distinctly community functions to the independent control of the community itself. A model mine town in the soft coal region of Pennsylvania was erected from the ground up by the employing company and about a year or two later was turned over to the community after the inhabitants had voted for the incorporation. Another employer, a steel company, left it to the employees to place restrictions upon the property, but only a building line restriction was established, and conditions reverted to a state of disorder and untidiness. Thus there are absolutely controlled company towns where conditions are ideal, and others where conditions are disreputable.

The Problem from the Employer's Side

How then may the obligation the employer is acknowledged to hold to his employee in this respect best be expressed? In order to answer this question, the employer should inquire deeply into his own problems; he should investigate to what extent his business success depends upon a correction of existing housing accommodations; he should find out how, under existing conditions, the necessary funds for such an enterprise can be provided, and to what extent the worker can afford to enter the field of real estate investment. The housing plan would fall short of its object were it not made possible for the worker to own as well as rent the sort of place that appeals to him.

A questionnaire, such as the following prepared by Arthur F. Clough, will assist in clarifying the subject for the employer who is interested in industrial housing:

1. Is there no other solution for the housing situation in this community?
2. Can householders be induced to lower rents, convert residences

into two-family or tenement houses, offer reasonable board, or take other steps to encourage the desirable stranger to settle here permanently?

3. Can contractors, real estate operators, or others be induced to build and sell houses at a more reasonable cost in this community?
4. What are the financial resources of our workers and other workers in this locality?
5. Can they afford to purchase homes on their present wages, or must we raise salaries to enable them to do this?
6. Which, of various types of workers, have most difficulty in obtaining proper housing, and which are most apt to purchase homes?
7. On what terms can they afford to pay for them?
8. Will they keep up their payments?
9. If they cannot keep up payments on the purchase of homes, would it be advisable to build houses for rental purposes only?
10. Can we sell our houses at cost or must we make a reasonable profit on the enterprise to provide against possible future loss?
11. Are we taking this step co-operatively with our employees because we think it will be of mutual benefit?
12. If not, what do we expect to get out of our investment?
13. Will it bring us a more desirable class of help?
14. Will it tend to reduce our labor turnover?
15. Will the project savor of charity or paternalism?
16. Will it increase the standing and good name of our organization?
17. Will the probable return, as a whole, be worth the investment?
18. Are our workers naturally gregarious or individual?
19. In view of our answer to the foregoing question, what sort of housing would sell best?
20. How many tenement houses will we need at the start?
21. How many two-family houses and cottages?
22. How many, if any, apartment houses?
23. What will be the average cost of each of the respective types?
24. Have we any land available for housing purposes or must we purchase some?
25. In what condition is the land and how extensively must it be improved by grading, sewers, sidewalks, etc., before it will meet with our requirements?
26. What improvements are absolutely essential to start our project?
27. What will these improvements cost?

28. Does the natural contour of the land lend itself readily to any desired future expansion?
29. Are our plans extensive enough to provide for this growth?
30. What is the approximate aggregate cost of the project?
31. What is the general public opinion about the desirability of this location as a residential section?
32. Is the property apt to appreciate or depreciate in the course of time?
33. Are we going to limit the sale of houses to our employees or will we take in desirable outsiders also?
34. In view of our answers to questions 7 and 33, what is the best selling plan?
35. Does this plan tie up our money for long periods of time?
36. Is that advisable and can we rest assured that our business growth or unexpected emergencies, calling for cash capital, will not make it necessary for us to realize on a portion or all of this investment suddenly and at a loss?
37. How can we protect ourselves against such a contingency?
38. Last—and most important of all—how and where will we get the funds to finance this project so that the maximum amount of building may be done with a small amount of capital, and the investment so made that the time our money is tied up in any single enterprise be reduced to the minimum?

Housing and the Employment Manager

In the deliberations that attend the employer's investigation, the personnel man may be of assistance, his special attention being directed toward an analysis of the types of workers who will buy, and their choice in the types of houses to be projected. One large New England concern, which built up an ideal community for its employees several years ago, has found difficulty in disposing of the double or two-family type of house. Although the personnel of their organization is exceptional, they found that most of their employees were reluctant to purchase half of a two-family house for fear of being forced into undue familiarity with the purchasers of the other half. As a consequence this type of construction has been practically abandoned.

Important Factors in the Problem

The employment manager may even assume a large share of the whole enterprise, since he is the medium through which the company works in most of its dealings with the employees. In this event, he must familiarize himself first with industrial housing fundamentals, and it is not amiss at this stage of the discussion to array the facts before him, enumerating the principles that are recognized as requisite in furthering the best possible plan. First and foremost there are certain outstanding factors to be recognized:

1. What adequate housing involves.
2. Housing essentials.
3. Race and class distinction.
4. Returns on investment.
5. Right sort of contract.
6. Payments and finance.

i. What Adequate Housing Involves

Adequate housing involves:

1. Shelter, protection from wind, rain, snow, ground, moisture, excessive cold and heat.
2. Sanitation: arrangement for sunlight, fresh air, and pure water, heating and cleaning of the house of its various wastes.
3. Provision for the family life: separate sleeping-rooms for parents and for the children of different sexes; and the common rooms, such as the living-room, dining-room, and kitchen, arranged and equipped with a view to comfort and efficiency, even esthetic pleasure ("be it ever so humble") in the house itself and its surroundings.

These requirements of adequacy are simply the minimum without which one should not be satisfied. Healthfulness has

been commonly, though not yet fully, recognized as a requirement; happiness, or a chance for happiness, is still wrongly thought of as a luxury without which one may yet lead a profitable life.

2. Housing Essentials

The following list of housing essentials is quoted from Leslie H. Allen.

The essentials of a modern city house may be summarized as follows:

Watertight roof, walls, and floors.

Bedroom for parents.

Bedroom for male children.

Bedroom for female children.

Living-room for cooking, eating, and general day use.

Private toilet room with sanitary water-closet and sewer connection.

Suitable heating arrangement.

Running water supply for drinking.

Uninterrupted daylight and ventilation through windows in every room.

Sink in kitchen, with running water and waste.

Further additions required by the American family and considered necessary by them:

Cellars

Closets

Bathtub with running water

Window screens

Separate parlor

Desirable improvements which usually are added:

Porches and piazzas

Lavatory bowl

Hot-water supply to bath and bowl

Window shades

Window blinds

Dining-room separate from parlor or kitchen

Electric lighting or gas piping

Wallpaper

Laundry tubs

The various types of dwellings now in use are as follows:

1. Single houses of five to seven rooms.
2. Two-family houses of four to seven rooms.
3. Terrace or row houses of four rooms and up.
4. Apartment houses or tenements, two rooms and up.
5. Boarding-houses for single men.
6. Hotels.

3. Race and Class Distinction

Even in these days of democracy, class feeling is not altogether extinguished. It finds an outlet in home-building as frequently as elsewhere. The executive making \$5,000 per year wants a better home than, and in a different location than the laborer, because his means will permit of something better. As a rule, distinction must also be allowed for among the homes of the clerical help, the skilled workmen, and unskilled labor.

In the matter of race restrictions, negro families prefer to reside apart; the same is true in less degree of immigrant families of certain nationalities.

The type and quality of material and selling price must be adapted to the means of the purchaser, which of itself presupposes divergent types and locations.

4. Returns on Housing Investment

Weighing seriously the question of returns on an industrial housing project, there is no question that, if properly administered, the financial return is sufficient of itself to be attractive. Yet the greatest return the manufacturer will get from his investment will lie in the increased contentment of his workers, the reduction of labor turnover, and the building up of his good name as an employer. Intangible as these values are, and difficult as it may be to fix even an approximate value upon them, it can be said that such enterprises in the

main have proved highly successful from the standpoint of such returns alone, ignoring the financial risks.

5. The Right Sort of Contract

In determining upon the right sort of contract between the company and the employee, it must be borne in mind that the purchaser fears he may be so rigidly bound to the concern as to make it virtually impossible for him to make a desirable change without considerable financial loss; so the contract should be made flexible enough to permit him to dispose of his equity at a fair price and within a reasonable time when necessary. At the same time, the contract should be sufficiently rigid to prevent his quitting on a whim or slight pretext. When so drawn up, the contract is a source of good feeling on both sides; it inspires confidence on the part of the employee in the whole housing propositions and relieves the employer from any suspicion of ulterior motives toward his men.

The Goodyear Company Plan

The Goodyear Company in their work at Akron, plan to place two mortgages on the property. The first mortgage is for about one-half the value of the property, and is carried by an insurance company. The second mortgage is carried by the Goodyear Company, and covers the balance of the purchase price. It is not necessary to make any payment down when the property is purchased. Payments are made semimonthly, which takes care of the second mortgage in twelve years and the first mortgage in three years more, the rate of interest being 6 per cent per annum. These periods are the maximum time allowed to pay for the property, but provision is made to allow extra payments to be made if desired, as well as preliminary payments down. The purchaser has the option of taking a diminishing life insurance with the insurance company, which, in the event of his death, will pay one or both of the mortgages, depending

upon the amount of insurance taken. The insurance company have made an attractive group insurance proposition, which brings down the cost of this feature to a very low figure, and have made the purchasing plan very popular.

It is generally found that the workmen are willing to purchase quite high-priced houses if the way is made easy for them by one of the methods outlined above.

It is advisable to retain an option on the property where it is sold to the workmen, providing for the repurchase of the house by the company if the workman wishes to leave, some method being set up for the valuation of depreciation, etc. It seems only fair that any unearned increment should pass to the company and not be retained by the workman, as otherwise he is encouraged to speculate in real estate to the disadvantage of the factory-owner.

It is very necessary that proper restrictions be placed on the use of the property and the construction of poultry houses, stables, garages, etc.

After a man has been working hard for twelve years or more to pay off the cost of his home, it is likely that he will have gained habits of industry and thrift which will stay with him, and the man will become a permanent asset to the plant. While he has been paying for his home the tie between him and the plant has been one that he has not resented or felt that the owner is to blame for. Many owners have come to think that the system of selling houses is proving to be the best method of securing a contented body of employees around the plant.

It will always be found that very many of the employees, however, are not inclined to purchase, either because they are less thrifty, or because, for one reason or another, the ownership of house property does not appeal to them, and houses for rent must be provided for them.

Some real estate companies operating on a large scale have adopted a rebate system by which, if the tenant keeps his house in good repair and pays his rent promptly for eleven months, he is not required to pay the twelfth month's rent. If at the end of eleven months any interior repairs are required, or if payments for repairs have been made by the company during this period, the tenant pays for these

repairs out of his rebate, and whatever balance remains out of his month's rent is remitted, but if the cost of the repairs exceeds the month's rent the difference is paid to the owner. This is, of course, an inducement to the tenant to take care of his property and not vacate a place when the period for rebate is approaching.

The Ideal Plan

In considering various methods of housing, it will be found that there are desirable features in many, but that no one combines enough of these features to make it the ideal plan. In developing this ideal method, however, it must be remembered that laws, conditions, and requirements vary in different communities. Therefore, all that can be done is to suggest the points considered most essential and leave it to the promoter of the project to adapt it to his particular needs.

Primarily, the housing problem is of interest to every right-minded citizen and the expense of such a project in any given community should be shared by:

1. The industrial interests.
2. The city government.
3. The business organizations.
4. Contractors who reap a profit on the construction work.
5. Business men and other public spirited citizens.
6. The working classes themselves, who derive direct benefit from such activities.

With an appreciation of this fact and the right sort of campaign, the manufacturer will find here a ready source of funds to supplement his own capital in the promotion of building operations. In order to harmonize all the various investing elements to which he must appeal, he may find it advisable to proceed in the following order:

The Plan in Detail

First, he should take the matter up with the other industrial interests of the community and endeavor to combine

their financial resources to mutual advantage in the promotion of better housing.

Second, if several can be found who agree on this need, even though the building operations are to be scattered in various parts of the city, they should get together and form a co-operative housing association, designed to erect, rent, or sell low-cost houses on easy terms to the workers of the community.

Third, efforts should also be made to interest the other investing factors of the community in the order given above.

Fourth, the charter of the association should be carefully drawn up so as to embody as many desirable features as possible. In considering the nature of this charter it should be borne in mind that the association is not formed primarily as a profit-making institution, but that all of its shareholders have an equality of interest which entitled them to share equally in all its benefits.

Fifth, the type of organization which best meets these requirements is apparently a combination of the old joint-stock company and the more modern corporation, embodying the most desirable features of the joint-stock organization, yet also deriving the benefits which come from incorporation. Under this plan, we have a joint-stock corporation, wherein an indeterminate number of individuals voluntarily associate for the purpose of providing capital for a given enterprise, the capital being divided into transferable shares, ownership of which is a condition of membership.

Its Advantages

The essential advantages of this form of organization would be as follows:

1. There is an equality of interest.
2. It is not run for a profit.
3. The capital stock is divided into equal shares.
4. These are readily transferable and transfers can be made without the consent of the other members.
5. The possession of a given number of shares indicates the owner's part in the income (dividends or interest) of the enterprise.

6. All share in the benefits proportionately, since there is no preferred nor cumulative preferred stock.
7. The element of incorporation removes the individual liability or financial risk by giving the body an impersonal standing, thus protecting as far as possible the interests of the small investor.
8. This form of organization results in greater financial stability, since the interests of all are equally bound up in it, thereby carrying a stronger appeal to the investor.
9. The sale of a large number of transferable shares permits of a wide distribution of the expense of the project, while the flexibility of stock transfer gives the fluidity desired to protect the interests of all at all times.
10. It provides the principle of association, not only to capital but also to management, for the investors can elect directors or a board of management to conduct the operations and administer the collective property of the corporation.
11. Stock can be exchanged for an equity in the property of the corporation.
12. Future growth and its consequent necessity for an increased capitalization can be taken care of in two ways—either by a reorganization of the corporation, or, if so provided in the charter, by a majority vote of the stockholders to issue additional capital stock to the amount required. If it is desired to insure still further against overcapitalization or stock manipulation for profit by the management, each stockholder can be limited to but one vote, irrespective of the number of shares owned. This would be apt to prove objectionable, however, in communities where the stock is held by some hundreds or thousands of investors, owing to its unwieldiness and the difficulty of convincing many uninformed investors of the necessity of increased capitalization.

Sixth, bearing in mind the desirability of making an investment as stable and attractive as possible to all investors,

Factors in Selection of Types of Houses	Factors in Determining Selling Plans	Desirable Features of Ideal Plan	Factors in Determining Its Advisability	Sources of Capital	Methods of Financing	Desirable Features of the Ideal Method
Do we intend them for sale or for rent?	What is the total cost of project?	Should provide homes at cost or a very low figure.	Is there no other solution for the housing situation in this community?	Manufacturer's own funds.	From manufacturer's surplus.	Must supply funds quickly.
Type of worker:	What return must we have on total investment to take care of:	Should require a small cash payment with purchase.	Can we go into such a project extensively enough to provide an adequate remedy for our housing situation?	Other industrial interests.	Co-operative associations.	Must not tie up the manufacturer's funds for any great length of time.
(a) Gregarious.	(a) Dividends?			Municipal government.	Home-building corporations.	
(b) Individual.	(b) Maintenance?			Business organizations.	Financing corporations.	Must give a reasonable return on the investment.
(c) Dependents.	(c) Reserve funds?	Should make provision for workers who cannot make initial payments.	Have we the funds to finance it?	Contractors, builders, etc.	Business organizations.	Must appeal to the investor.
(d) No dependents.	Having determined monthly payments necessary to take care of (a), (b), and (c), can our workers afford to buy house on such a basis?	Should take care of payments on: (a) Principal. (b) Interest.	If not, can we get them?	Real estate operators.	Manufacturer's associations.	Must be flexible enough to permit any desired future expansion.
Construction cost.			What do we expect to get out of this investment?	Merchants and other business interests.	Bank loans.	Must avoid any appearance of charity or paternalism.
Utility.			Will it:	Speculators and investors.	Issuance of municipal bonds.	
Appearance.			(a) Reduce our labor turnover?	Philanthropists	Public subscription	
Selling value.				Banks, trust and insurance companies	Private enterprise.	
Location.					Real estate promotion.	

Probability o. in- crease in valua- tion	If not, should we reduce dividends or increase wages?	(c) Taxes. (d) Life insur- ance. (e) Property in- surance. (f) Maintenance and repairs. Should avoid all appearance of charity or pater- nalism. Should prove equal- ly advantageous to capital and labor, the in- vestor and the purchaser.	(b) Attract a bet- ter class of workmen? (c) Build up the community and its in- dustrial in- terests? (d) Enhance prop- erty value? (e) Tie our mon- ey up for long periods of time? Can we provide homes at a low enough figure to meet the financial resources of our employees?	General public. Own employees and other workers. State appropria- tion. Federal govern- ment. Co-operative finan- cing.	Pro rata distribu- tion of expense among: (a) Contractors. (b) Manufactur- ers. (c) Other inter- ests. Philanthropic con- tributions. State appropriation Federal govern- ment.	Should weld labor and capital to- gether to mutual advantage. Should give a wide distribution to expense. Should not be run for a profit. Should issue shares of small denomi- nation so as to be within the reach of every investor. Should permit stock to be ex- changed for its equivalent equity in the property of the corporation.
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Figure 95. Tabulated Summary of Points to be Considered in Planning and Financing an Industrial Housing Project

and having determined the extent and cost of the proposed initial housing operations, it would be necessary to fix the annual returns required to pay a fair dividend to the investors, to take care of taxes, upkeep, and operating expenses and have enough left to go toward a surplus or reserve fund.

Limitations upon Annual Dividends

Definite limitations should be set upon the annual dividends and in most cases, if houses are to be sold at cost, they should be ranged from 5 to 7 per cent of the amount subscribed. Added to this, of course, is sufficient percentage to take care of the reserve fund, taxes, etc. Any surplus left over from taxes, maintenance, etc., should go into the reserve fund at the end of the year. Local conditions will influence the total returns, but ordinarily they will range from 9 to 14 per cent of the total paid-in stock, annually.

Once the foregoing figures are determined, it will be comparatively simple to figure out the basis on which properties can be sold. In most cases, the plan outlined will prove satisfactory, that is, a certain percentage as a cash payment at the time of purchase, and a sufficient monthly percentage payment to take care of the dividends, maintenance, etc., and reserve funds. Payments on the principal are taken care of by obligating the purchaser to take out shares in a co-operative bank. If the prospective purchaser is unable to make the required initial payment at the time of purchase, he is permitted to purchase shares in the association from time to time, these shares being of small denomination, and as soon as their valuation equals the initial payment on the property desired, they are turned over to the association in lieu of money. Thus he is encouraged to save, is given an interest in the project, and gets a better return than the banks would pay on his savings while he is waiting until he has accumulated a large enough amount to take care of the purchase payment on the property he desires.

Opportunity for the Workers

Under such a plan, the worker purchasing a home can continue to invest his surplus savings in the project and get

a better return from it than he could elsewhere. Since in the case of skilled and well-paid workers the payments on his property would not ordinarily utilize all he could spare from his pay envelope, his familiarity with the project would make such an investment more attractive than placing money in a bank at 3 or 4 per cent interest.

Appeal to the municipal government and other investors could also be made on the ground that the successful completion of such a housing enterprise would enhance property values and increase the amount of taxable property. The city revenue would be increased, the industrial interests of the community developed, and work for more citizens provided, thus enlarging the volume of business done by merchants and others, and transforming into substantial citizens many workers whose stay in the community would otherwise be brief. It would hold an appeal to the moneyed class because it would be a comparatively safe investment, its assets tangible ones and largely indestructible, and the returns on money invested assured and as large as could reasonably be expected when the element of risk is practically eliminated.

The foregoing plan is not perfect, of course, yet it provides a means of obtaining the necessary capital to finance housing operations and to do so without the delay which would attend an endeavor to enlist municipal, state, or federal aid. Ultimately the federal government may have to take a hand in the housing operations of congested communities where the housing accommodations are inadequate. Private capital, or even capital raised by public subscription, is not always obtainable quickly enough to alleviate conditions.

Summarizing Mr. Clough's discussion, there is submitted in tabulated form (Figure 95) all the salient points to be considered in planning and financing the industrial housing project.

CHAPTER XXXI

INDUSTRIAL DEMOCRACY

Need of New Relations Between Worker and Employer

The right of the worker to have a voice in the determination of his wages, hours, working conditions, and so on, is very widely recognized today. Heretofore he has attempted to take that share through the agency of the union, by means of which he has attempted to force his demands on his employer. The employer has very often retaliated in kind; and hence industrial problems have been, and are still to a great extent, left to the arbitrament of a trial of strength.

Yet the ultimate good for both capital and labor is at the end of the same road. Knowing this, many employers have sought means of constructing normal channels through which the workmen might express their desires concerning wages, hours, etc., so that industrial disputes might be settled by the principle of honesty, rather than by the principle that "might is right."

Efforts to Bring About This "Relation"

In the effort to carry out this new idea, various forms of employee representation have been adopted. By the end of 1919, over two hundred and fifty plants in the United States had in use some form of works committee, or other type of "industrial democracy."

Arbitration Boards

Arbitration boards are an inseparable feature from the question of industrial democracy. Their object is to insure

justice in the administration of the work of the plant, to act on dismissals, changes in positions, wages, transfers, promotions, and questions regarding the justice of decisions of a superior.

This board of arbitration, or whatever else it may be termed, should be elective so far as the workers are concerned—those who represent the management should be appointed. It may serve either for a specified period or it may be named specially to consider each case as it comes up. At all times the employment manager should be an active factor in the scheme, for he will be thoroughly familiar with all points, having thoroughly reviewed each case in an endeavor to solve the trouble.

The arrangement as to selection of members will vary with individual concerns, but the principle requires that each side be given a voice.

Rendering Decisions

The following means of rendering decisions are made:

1. In a case of dismissal, or when an increase of pay has been questioned, a two-thirds vote of the board should be necessary for a decision.
2. In all other cases a majority vote may decide, or the chairman may appoint a subcommittee of three members to act as an arbitration committee.
3. The decision reached by such a subcommittee may be appealed by the one concerned, to the whole board. A majority decision by this committee is final.

Scope of the Board

This board should conduct an exhaustive inquiry into each case that comes before it. Its power should extend to all differences that arise between the employee and his superior

officer, and the decision should be final for all cases arising within its jurisdiction. The findings of the board should be recorded for future reference, but should be kept confidential. It might reconsider a case upon appeal, if an appeal is made.

The following means of rendering decisions are suggested:

Responsibilities of Arbitration Board

The board of arbitration, wherever instituted, should assume the responsibilities of verifying every cause for dismissal before allowing discharges of any kind to be made. It will thus be an added check to the authority of the employment manager, who otherwise, in conjunction with the foremen, has to render final decision on controversial matters concerning workmen.

The board should meet at least once a month, if not once a week, to discuss and consider pending cases. Cases requiring immediate attention or action should be considered before a standing committee specially appointed by the chairman.

In one plant where such a board has been in vogue for some time, it is found that of the many decisions rendered, half of them have been in favor of the firm and half in favor of the appellants. The Standard Oil Company carries this thought into practice through a plan known as "right of appeal." A brief outline of this plan follows:

Standard Oil Company—Right of Appeal

Any employee who feels that he has been unjustly treated or subjected to any unfair conditions, has the right of appeal to the general superintendent and the higher officials of the company, provided he shall first seek to have the matter adjusted by conference, in person or through his regularly elected representative, with the foreman or the employment department.

Before such appeal shall be taken to any official not located at the plant, it shall first be considered in a joint conference composed of the employees' representatives in

the division affected and an equal number of representatives of the company. In case such conference fails to agree unanimously as to a fair adjustment, an appeal may be made to the executive council at the works, or in case such a council has not been organized, to a conference composed of all of the employees' representatives at the works together with an equal number of company representatives.

Future wage adjustment shall be made in joint conferences between the employees' representatives in the division affected and representatives of the company, such adjustments to be subject to the approval of the board of directors.

Joint conferences of employees' representatives and company representatives shall be held at each of the works at least quarterly, to discuss any matters of mutual interest. A general conference of all employees' representatives from the various works and of company representatives shall be held annually at the call of the president. At all joint conferences the number of company representatives shall not exceed the number of employees' representatives.

The Evolution of Industrial Democracy

It must not be thought that all these things were brought about at once—by a gesture, as it were. They were evolved slowly and gradually, with trepidation sometimes, and sometimes with downright misgivings. These schemes have gone far and done much, but they were built layer upon layer, as one brick is placed upon another, and he would be a hardy man who would declare that the structure is completed yet.

Below is a scheme setting forth the evolution of industrial democracy from the firm in which the worker has no voice, to the firm in which he has a very audible one. This last may not be the ideal plan, but it is as far as industry has gone, and for the present must pass for it. As has been said, the evolution is shown by various firms in which:

1. Employees have no voice.
2. Employees are encouraged to make suggestions for improvement.

3. Employees have voice through elected representatives on a few unimportant matters.
4. Employees have voice through elected representatives on all important matters.
5. Employees have in their hands the right of decision on a few unimportant matters through elected representatives.
6. Employees have in their hands the right of decision and determination on all important matters, subject only to such supervision by the head of the firm, as the President of the United States has over Congress.

What These Plans Are

Some of these plans have been successful, some have had an indifferent success, and others have been utter and absolute failures. There is no doubt that a great deal depends on the spirit in which the employer installs the plan. That factor, however, is outside the scope of the present discussion. The facts are that industrial democracy plans are playing a considerable part in the industrial reorganization of our country today.

It is of interest, therefore, to know exactly what these plans call for, what are the means by which they are actually worked out, and what especially interesting features have been adopted in particular plants.

✓ The Basis of Industrial Democracy

The basic features of all industrial democracy plans are similar. Some sort of workmen's committee, either elected by the workmen or appointed by the management, is formed to have a voice as representatives of the employees, in certain matters which concern both the employer and the employee.

The functions of this committee differ with various plants. In some plants the committee is concerned only with such things as social activities, athletics, or things of a like nature. In others, the functions of the committee include all such fundamental matters as wages, hours, working conditions, and so on. But there are innumerable gradations between these two extremes.

The Two Extremes

The power of the committee to take final action upon those things with which it is concerned has an equal number of gradations. At one end of the scale is the committee which is encouraged merely to make suggestions; at the other end is the committee which has absolute legislative powers, including the power to override the veto of the general manager, and subject only to the rare veto of the board of directors of the company.

The few points just discussed indicate in a general way the few fundamentals that will be found in every industrial democracy plan.

An Example of Industrial Democracy

The Goodyear Tire and Rubber Company installed its "industrial representation plan" in 1919. This plan presents several significant features. In its final form it is modeled after the United States Government, the legislature composed entirely of employees having the power to override the veto of the general manager. To begin with, a committee of employees was elected to meet with the general manager to work out a satisfactory system of employees' representation. The plan worked out by these men was then voted upon by all the employees. It was next put into operation. The method of installation entirely removed the criticism that it

was a "company-made" plan; it had been almost entirely devised by the representatives of the workmen, the company's only part being to suggest that a plan be worked out.

Labor Control

The other significant feature of the Goodyear plan is the direct and concrete way in which it distinguishes between the legislative and executive functions of the factory. The constitution says: "All executive powers for the operation of the Goodyear factory shall be vested in the management, and shall not be abridged in any way except in accordance with the legislative powers granted in this industrial representation plan." With equal explicitness it states: "All legislative powers granted in this industrial representation plan shall be vested in the Industrial Assembly of the Goodyear factory. . . ."

This distinction is regarded by many employers as the basic one to be made between those things in a factory over which labor shall be given control and those things over which it shall not be given control. The Goodyear plan meets the matter more squarely and directly than most plans.

In the Goodyear plan the senate and house of representatives are composed entirely of workmen, who meet alone at specified times; their powers are extensive and cover everything in which the workman is concerned. The legislative body confers with the management only through the medium of the general manager, who acts upon bills passed by the congress just as does the President of the United States.

The Bridgeport Brass Company's Plan

The co-operative relations plan of the Bridgeport Brass Company, on the other hand, calls for elected representatives of the workmen to meet with an equal number of appointed company representatives for the discussion of constructive

measures and the solving of difficulties which may have arisen. The scope of the functions of these joint committees is also broad, as in the Goodyear plan.

The Willys-Overland Plan

The Willys-Overland Company has installed an industrial democracy plan which calls for joint committees of the employees and the management. The scope of the activities of these committees is not quite so broad as that of the Goodyear plan. In fact, the Goodyear plan may be taken as an excellent example of the maximum of industrial democracy in so far as this form of industrial organization is likely to extend in American plants.

The Rockefeller Plan

The Rockefeller plan, probably the most noted and the oldest of the industrial democracy plans, embodies also the joint committee idea. The Rockefeller plan is at the present moment worthy of considerably more study than most others, when an example of actual practice is being looked for, since it has been in operation long enough to have its utility thoroughly tested.

The Studebaker Plan

A somewhat more indirect form of industrial democracy is illustrated by the plan in use by the Studebaker Corporation. In this company the employee is allowed to purchase stock, for which the company will pay half. "When 20,000 shares of common stock are purchased by employees under this plan, the directors will recommend to the stockholders' meeting the election, as a director, of a representative of employee stockholders, which representative shall be nominated by employee stockholders in an election held for this purpose."

Motive of Plan Important

The interested manufacturer would do well to consider his particular problem with great care before installing any system as used by another plant. A comprehensive investigation of the success of other plans in similar plants will repay him, as will a frank and exhaustive survey of his own inner motives in proposing the plan. If it is a defensive measure it will fail; if he does it for purposes of enabling the spirit of honesty and fair play to function properly it will succeed.

Education the First Step

When instituting a scheme of industrial democracy it must be remembered that those who are to participate must fully understand and appreciate the meaning of such a democracy, that there may be no misunderstandings or false conceptions.

The rank and file of workers have not been educated to think in terms of financial administration, and their participation in the affairs of an industrial organization should consequently be largely confined to questions of wages, improvement of working conditions, housing, transportation, hours of work, recreation, etc. Their participation in questions relating to purchasing, publicity, sales, or other matters of finance should be delayed until their education has reached a point that would permit them to consider intelligently such vital interests.

The Example of the American Multigraph Company

The example of the American Multigraph Company's experiment in industrial democracy is presented here, both for the excellency of the plan itself and the practical manner in which it was installed.

During the shop-efficiency courses conducted in this organization the president discovered that the workers knew that the company had stockholders, but they did not connect

them with the distribution of profits. They had no idea of the capital stock, what it was, why it had been created, nor of the various connections between capital stock and stockholders. It did not occur to them that someone had put up money for the buildings and tools that were used; they were vague on how the materials were bought and the finished commodity sold. They had no idea of what was involved in stock-selling. In the main, the employees were men of average intelligence. If anything, they were above the average intelligence, but the misconception they had of capital was astounding. True, they kept aloof from labor disturbances, but what they knew about corporations and management had been gained solely from the sputterings of the radical agitators. They had not received any information from the proper sources.

The Worker's Conception of Capital

The president had felt for some time that the management was out of touch with the men and that they should permit the workers to participate, to some extent, in the management of the industry. But how could this be brought about sanely, if the men did not have the faintest glimmering of what industry was? One naïve conception on their part seemed to be that industry was a kind of penny-in-the-slot machine—that you dropped in a penny, pulled out the slot, and two pennies came out—but they forgot that sometimes nothing came out. They understood that a savings bank paid interest, but why and how, they did not know. So far as dividends on capital were concerned, they thought that this was money out of which labor had been cheated.

The Method of Education

Obviously, the first thing to do was to teach a common language that would explain how business and wages syn-

chronized. For the men, who had had no opportunity to acquire an education in economics, a course in political economy was started in the shop, but under a more common name, "A Course in Business," and in an understandable language. The class was started with a voluntary attendance, because the workers would have resented any attempt to ram economics down their throats.

Capital and Labor Defined

It was explained that a man might be a capitalist in one industry and a laborer in another and that when all men were both laborers and capitalists they would be better off.

Step by step, it was shown that an idea had to be at the root of every business. The idea upon which the company had been founded and built was then demonstrated. This was accomplished by a graphic drawing of the organization during its growth. Then management was explained, that is, the people who thought this idea might be developed into a commercial product. (This management might have consisted of one person.) It was further shown that the manager needed raw material to develop the idea into a product, that he had to have the initial funds to buy this raw material; next, that all of this was of no use to him unless he could sell the product and had the customer.

Then it was explained that the manager, not having sufficient money, interested a friend who, although he did not enter the management, put up the money. The business having grown, the owner had to hire someone to help him; then came labor. The customer was shown as the source of the sales and income; finance as the source of capital; raw material as the source of purchase; and labor as the source of effort. Then it was explained that unless the money received from the customer (the only source of income) was large enough to pay the wages of labor and the cost of raw material, the

business would fail. If the amount left over, after paying these two items, was not large enough to pay a living wage to the manager and to pay the financial partner for the money he had put in, they would want to withdraw and there would be no business. Therefore, a business as a partnership would fail unless there was a satisfactory income from the customer.

The Corporation Defined

Next, corporate organization was defined. When the owner required more money, more than could be well obtained from an individual, he had to organize a corporation. Instead of one man putting money into the business, a great number did, for which they received shares of stock and became stockholders, the original owner and his partners disposing of their holdings to the corporation, for which they received not money, but stock. At this juncture it was pointed out that the manager was eliminated, but since it would not be practical for each stockholder to engage in active management of the business, directors were elected to represent them. But other money had to be obtained to pay bills, because the amount due from customers would not always be collected in time to pay bills due. Here was emphasized the issuing of preferred and common stock, and at this point was driven home the idea that it is not from capital that labor receives its wages—that capital provides only the facilities for work and for selling, and that wages come out of the customer.

Wages and the Cost of Product

It was also shown that the price of the article might be raised and thus pay higher wages, but then that would lessen the sales; that higher dividends might be declared by raising the sales price, and that if they kept on increasing dividends and wages and adding them to the price of the product, they

would soon have the price so high that no one would buy and the company would be dissolved.

The next step demonstrated who got the money: that labor waited 10 days for its return; people who sold the raw material waited 10 to 60 days; and that the stockholders (common) in this instance waited 10 years before receiving a dividend (wages for their money).

A Concrete Expression of Capital

To clinch the men's growing comprehension, a model of the first machine was brought in, the first concrete expression of the idea upon which the company was founded. Most of the workers, not having seen the "contraption" before, laughed heartily at its crude construction. They were asked: How many would have volunteered their labor to develop a thing like that? Inasmuch as their capital was their labor, would they have been willing to take a chance? This gave the employee a true conception of capital in its various phases.

The Relation of Overhead to Cost

The men were next shown how an overhead charge adds to the cost of raw material the moment it is purchased; how that overhead charge increases as the material goes through the factory; how it is added to the cost of labor; and how when the finished article reaches the purchaser at Oshkosh, the value of the raw material has been many times multiplied. If a part prove ill made or the material faulty, instead of collecting money, the company might have to send a man at their expense to repair it or eventually to furnish another part. This thought was added to show that increases in wages can be made if there be increased efficiency. It was demonstrated to them that a man who earns \$5 a day and makes only five articles a day is more expensive than one who earns \$20 a day for making twenty articles, because the overhead

is the same. This course took the sentiment out of that most necessary element—co-operation—and translated the idea into dollars and cents for everybody—if the end of business is service, then better service must mean larger returns for both capital and labor.

The Aim of the Company

It was explained to the workers from the start that the company meant to organize, not complaint bureaus, but legislative bodies. The following is a verbatim report of the president's plan of industrial democracy and its method of installation and operation in this particular plant.

We organized a congress of twenty-four members none of whom should be in the managerial grade. No persons were eligible to election unless they were of age, were citizens of the United States, and had been employed by the company for at least one year. The members were all "at large," that is, they did not represent departments—I was afraid of departmental cliques.

This is the manner of election: On an official ballot each employee checks the names of twelve individuals. The twelve persons receiving the highest number of votes are elected. The three out of the twelve who received the highest number form a committee to confer with me on the appointment of the other twelve members. I made this provision to provide against the control of the assembly by those who had the desire to destroy rather than to construct.

In that I made a mistake. The men elected were of the highest type—so high, in fact, that our committee of appointment had trouble in getting twelve others to size up with them. Although I was one of the members of the committee of appointment, I left the detail entirely to the workmen members; I merely participated as a rubber stamp. In the future all of the members will be elected. It is provided that members shall hold office through one year. Thus a continuity of policy may be preserved which would be impossible

were the entire body made over each twelfth month. This, of course, required an adjustment of the terms of the first election.

The congress appoints standing committees on employment and discharge; education and publication; wages and rates; finance; health, sanitation and safety; economy suggestions and improvements; rules, procedure and elections; production and control; shop training; sales co-operation; time and motion study; spoiled work, improvements, and machinery; recreation; attendance; and the miscellaneous committee for matters not otherwise disposed of.

There is also elected (and this has proved to be a very valuable feature) a representative in each department, who is charged with the duty of gathering material for the congress and to interpret its rules. The representatives sit with the congress and may be called upon for advice, but they do not have a vote nor can they engage in any debate excepting by special invitation.

The second body is the senate, which is composed ex officio, of the heads of departments, that is, the production manager, the chief engineer, the superintendent, the advertising manager, the sales director, the treasurer, the chief inventor, the chief inspector; the manager of industrial relations, and so on down the line. It is organized on the same general lines as the congress and either body may initiate legislation.

But before any measure can be considered as passed, it must have the concurrence of both of these bodies and provision is made for joint committees and also for joint sessions, if they be necessary. The congress has the power of originating all legislation "directly affecting the relation between the company, its executives, and its employees." It has no power to go into questions touching the company's relation with the outside world, although I think this limitation is one of excessive precaution.

Measures which are passed by the congress and the senate go to the cabinet, which consists of the executives of the company and the president. The recommendations do not become regulations without the approval of the cabinet.

In the event of a disagreement about the interpretation

of the various powers conferred by the articles establishing the congress and the senate, there is provided a supreme court, consisting of three members of the congress, three of the senate, and three of the cabinet, with a chief justice or chairman elected by the court itself. It has not been found necessary to constitute this court.

We have further provision that a representative elected to the congress may be recalled by his constituents. The recall is instituted by a petition signed by 25 per cent of the employees and the congressman is recalled if 60 per cent vote in favor of the recall. A representative may be similarly recalled if 25 per cent of the voting members of the department so petition and the vote on the petition shows a 60 per cent majority.

Now, what has the congress done? It is young yet; it is not perfect; I should be suspicious if it began to show any unhuman evidences of perfection. Its largest work has been, I think, investigating the 8-hour day and withdrawing any objection to time and motion studies. And in both of these subjects the committees and the congress thought for themselves, whereas the ordinary workman in the mass takes the 8-hour day as a good thing and time study as a bad thing, and lets it go at that. The time and motion committee immediately got up against the same problem that confronts every production engineer when he tries to set a standard. And their report of their experiences is illuminating:

"Standards were set on the drilling of 150 good pieces on the angular hole and the drilling of 250 good pieces on the half-inch hole. Up to the time these standards were set, no one had come anywhere near the above standard, but from scientific time studies and the knowledge of similar jobs the production department knew that the standards were very low, but felt that it was fair to the operators and themselves. When the operators saw the standards that were set they did not even give them an hour's trial but struck on the job and came into the office. Upon a very thorough investigation we found that it was a framed-up deal to get the price raised; but from logical argument we proved to them that the standard was very fair and in fact in their favor. They consented to give the job a conscientious two

weeks' trial. This they did not do. They soldiered on the job and would not give it a fair day's work.

"The company was in much danger of losing a contract if they could not begin to deliver the goods. In order to stimulate production, but never admitting that the standards were too high, the production department was forced by the insincerity of the operators and their lying down on the job after faithfully promising to give it a two weeks' trial, to reduce the angular hole standard to 100 pieces and the half-inch cross hole to 200 pieces. The operators got to work at once and now production runs to 350 pieces on the angular hole and 400 pieces on the half-inch cross hole.

"Neither democracy nor the faithful promise they had made meant anything in the lives of these people. The only thing they thought of was the amount which they would receive in their envelopes, whether it was received for faithful services or not, thus showing very little interest in the firm's welfare."

An engineer from the outside would not have been able to follow up these reforms or to talk like a Dutch uncle to the workers. But this committee did. They had a pride in the standards which they had set and although they were forced to lower them for the time being, they reinstated them just as soon as the operators themselves had demonstrated that the standards were right; and then, of course, there was no come-back. Or take this comment on a representative:

"The third subject brought to the notice of our committee was that a representative, who was elected by the men in his department as being the one honest and trustworthy man whom they would like to have representing them, was coaching the men in his department, not on how much they could do for an honest day's work, but how little they should do.

"We found, however, that this man was as dishonest as any burglar found anywhere in the world. He not only stole the firm's time, but also stole the reputation of the men whom he was representing. This man was discharged by the foreman, a thing which the foreman should not have been forced to do. The representative's discharge should have been asked by the men whom he was representing."

They got after the subject of waste. They found 41 slip bushings spoiled. These represented a labor and material value of \$328, without counting in the overhead they had absorbed or the production they had clogged. They traced the trouble to three sources; they recommended that tools and gauges be checked after each operation and that no unchecked gauges be permitted to go out.

They found the scrap and spoilage on wrapping was extremely high and they revised the character of the taps and the tap-holder to the end that where 1,200 perfect pieces with 150 pieces scrapped had been the average, the production now is about 3,000 perfect pieces with only 80 pieces scrapped. There is no end of these instances, all of which mean money to the company and better wages to the men.

The 8-hour committee is making an extensive investigation as to how the shorter work-day has operated in other institutions and they made these very pertinent comments:

"Not only has the cost of producing doubled, which can in a measure be understood by increased cost of material and higher labor rates, but our number of hours per operation has also increased tremendously, and in some cases has doubled. Wear on our equipment plays some good-sized part in this; so does more rigid inspection; but the main cause, the one wasting by far the most time, is the human element.

"We, every single one of us, are wasting hours that could be put to practical use both for the company and ourselves. Carelessness in setting up jobs requires changing the set-up and sometimes spoiled work, when the job could be set up right in the first place with no more time spent, if we had only used our heads. Then a job should always have all the feed and speed it can stand. Lost time in changing pieces should be avoided. Above all else, gossiping and general listlessness are the largest wasters of time. Observation shows that this condition is very bad and every congressman and representative owes it to himself and to the company to avoid these losses and to urge others to avoid it; for as long as they continue there can be no hope of an 8-hour day with increased pay."

Then they suggested that standards should be set up for

the day's work and that the day be arranged so that at least these standards would have to be attained within 8 hours in order to get the value of 10 hours' pay. They were satisfied that a straight increase of the hourly wage, leaving the increased production to the men themselves, was not practical, "for while we feel a few would respond, we feel the majority would not."

They have not yet decided whether or not they want 8 hours, because they are entirely aware of the economic fact that unless they can devise methods of producing as much in 8 hours as in 10, their own wages will eventually suffer a great deal—in purchasing power if not in volume.

APPENDIX

APPENDIX A

THE EMPLOYEES' HANDBOOK¹

New Workers, Welcome

The Ardmore Shipbuilding Company extends to you its hearty greetings. It is glad to welcome you to its family of shipbuilders and assures you it will do all it can to make your stay with us both pleasant and profitable.

We appreciate the fact that your value to yourself and to us will depend entirely upon how thoroughly you learn all the details of the work assigned to you and we stand ready to assist you in every possible way.

A special department, known as the service department, has been created for your benefit as you will note from the following pages. If you need help don't hesitate to make use of this department. You will find it ready at all times to consider your welfare.

The older employees are asked to co-operate with us by being especially attentive and courteous to new employees; to answer all questions pertaining to the work, and to offer any suggestions that will aid beginners to become more familiar with the requirements of their new position.

Get the Ardmore Spirit. It means *your* success as well as ours.

Important!

Employees wishing to be absent from duty should get permission from the foreman and if for more than one week the file clerk in the employment department must be notified.

Employees absent on account of sickness should notify the employment department at once.

Workmen's Compensation Liability Insurance

The Company insures its employees against death and accident under the Workmen's Compensation Act of the state. If injured,

¹ See Chapter X.

no matter how slightly, report at once to the company's hospital. For the ten days following an accident, the company will provide a physician and the necessary hospital services at its expense.

Payment of compensation under the state law on account of an injury commences with the eleventh day, and continues for a number of weeks, or until the employee is able to resume work.

If you do not want the company's doctor to take care of you, you may, at your own expense, secure your own doctor. In case you do not live in Ardmore and cannot be treated by the company's doctor, you should tell him, so that he can see that you are properly taken care of.

Ardmore Company Relief Association

Every employee of the Ardmore Shipbuilding Company who is interested in the success of the Relief Association should apply for an application blank at once, obtaining same from your foreman or head of department, or from the service department. By signing application during the month of February, the dues will be deducted the last pay-day of this month, said dues carrying full membership during the month of March.

This new feature for the employees of the Ardmore Shipbuilding Company is one which should receive the hearty support of every man in the yard. It is inexpensive, and when in time of trouble, a call is made upon the funds of the association, there is great help assured through the weekly benefit allotted.

The principal provisions of the Ardmore Shipbuilding Company Relief Association are as follows:

Initiation fee—\$1, payable upon signing of application.

Dues—50 cents per month, deducted from wages, payable last week of month.

Sick benefits—\$5 per week for thirteen weeks.

Death benefits for member—\$100.

Death of wife of member—\$50.

Wife of member, provided he is in good standing for one year, giving birth to child—\$30.

Hours of Labor

The hours of labor for all yard departments are as follows:

From 7:15 A.M. to 12:00 M., and 12:45 to 4 P.M. Saturdays,

7:15 A.M. to 11:15 A.M. Night shift, 5 P.M. to 9 P.M., and 9:30 to 1:30 A.M.

Whistle Blows. The Warning Whistle (two blasts) will be sounded at 7:10 A.M. and 12:40 P.M. The yard gates will close at 7:30 A.M. and will remain closed until 7:55, when they will reopen until 8 A.M. They will then close until 12 noon. No person will be allowed to start work after 12:45 P.M. The whistle for *starting work* (one blast) will be sounded at 7:15 A.M. and 12:45 P.M. Also one blast will be sounded at close of working hours at 12 noon and 4 P.M. and 11 A.M. on Saturday.

Time Cards

Time cards with your name and number will be found daily in the proper racks. On entering the plant remove your card and after punching in the time clock, return it to the rack. Each time card is provided with a stub check which the worker should retain until pay-day. If lost, notify paymaster to stop payment and duplicate coupon will be issued on the Monday following.

Identification Badges

Employees will be given identification checks, which must be presented to the paymaster on pay-days. Loss of this check should be reported to the time clerk immediately. A charge of 25 cents will be made if lost or not returned on leaving the service of the company.

Pay-Day

Employees will be paid each Saturday between the hours of 11 A.M. and 1 P.M., for work done the week ending the previous Saturday, lining up in the order of their check number before the pay window for their department, and upon showing identification check and stub, will receive an envelope containing pay, and notification of any charges that may have been made. It is absolutely necessary to show your identification check to the paymaster for identification.

If for any reason you do not get your pay at the regular time, you should go to the foreman of your department, who will give you an order. Take this to the office for approval by your timekeeper, then to the paymaster's window, where you will get your money. If you question the amount in your envelope, you should report it at once to the timekeeper.

Clearance Slips. Wages cannot be drawn for any week without working the equivalent of two full days during a following week, unless a tool clearance is obtained.

Hours. The first eight hours will be paid at the straight time rate; time and half-time for overtime.

Between the hours of twelve and midnight Saturday and twelve midnight Sunday, all work will be paid for at double time rate. Holidays will be paid for at the same rate as Sunday work.

Holidays. The holidays are as follows: New Year's Day, Washington's Birthday, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas.

Termination of Employment

Employees leaving the company must give their foreman one week's notice, and must terminate through the employment department. If this notice is not given, you cannot receive your pay until the next regular pay-day.

Taking Property From the Yard

An employee wishing to take personal property from the plant must obtain a pass from his foreman and present it to the gate-keeper.

Leaving Yard During Working Hours

To leave the yard during working hours because of weather conditions, sickness, completion of work or emergencies, apply to your leading man for a pass-out card. Present this at the main gate.

Absence. To be absent from the yard, a pass-out card should be obtained punched by your leading man.

If absent without permission you should telephone or write your foreman.

If absent without permission or without notifying your foreman, your employment will be considered terminated after six days.

To return to work after your employment has been terminated it will be necessary to be rehired and re-examined physically.

Toilets

The company is making every effort to keep its toilets in clean, sanitary condition. New toilets are being installed as rapidly as

conditions will permit. This is to protect your health. You are asked to co-operate in properly maintaining these toilets. All unsanitary conditions should be reported to the sanitary inspector of the service department.

Complaints

An employee who feels that he has been treated unfairly and has made an effort to adjust the matter with those directly over him without receiving satisfaction, may come to the employment department and state his case, with the assurance that he will receive every consideration.

Hospital

The company operates a hospital for the purpose of rendering first aid to all employees, for which no charge will be made. If injured, you must report to the hospital at once. Employees will receive free advice and treatment at the company's hospital at any time for injuries incurred inside or outside of the yard. The service department has a competent visiting nurse employed to assist workers who are out owing to illness or accident. Those needing her services apply at service department.

Medical Advice

If you have physical defects that you know of, or if you are not in good health, you should report to the hospital for examination. The company will endeavor to help you regain your health and strength.

Interfering With Light, etc.

Employees must not interfere with the operation of lighting, heating, or fire apparatus, or with any of the water, steam, or gas valves in any of the departments.

Smoking

Smoking is positively prohibited during working hours.

Housing

For the convenience, particularly of new employees, a list of houses and rooms to let, and of boarding-houses, is maintained in

the service department. The company also maintains its own housing facilities and dormitories.

Showers

Shower baths and all other modern conveniences are provided in the dormitories for the use and well-being of our employees.

Restaurant

A restaurant where employees may purchase their lunch is provided by the company.

Suggestions

The company welcomes suggestions from its employees looking toward:

1. Betterment of conditions under which the men work.
2. Increase in output.
3. Improved methods of doing work.
4. Decreased cost of doing work, or of operating the plant.

Suggestion boxes are located at various points in the yard. Suggestions should be placed in sealed envelopes with the name of the man, his number and date on the inside, and dropped into one of the boxes. Suitable cash awards will be made for suggestions which the company accepts.

Lost and Found Articles

Turn in lost and found articles to the service department.

Fire Protection

The yard maintains a fire department made up of men from the different departments. When a fire alarm is sounded, it is the duty of the fire department to respond quickly, and other employees of the yard are to remain at work, unless otherwise directed.

Any employee of the company desiring to become a member of the fire department should file his application with the fire chief.

Do not throw lighted cigars, cigarettes, or pipe ashes anywhere in the yard. Oil used for fuel on ships and around the plant should be handled with the utmost care.

Safety First and Always

After the precautions, warnings, safeguards and safety appliances

have been set up, there still remains the greatest safety device known, and that is a "careful man."

Traffic. On account of the traffic within the yard, the men are requested to use the greatest care in going about. Riding on locomotives, auto trucks, crane hooks, or loads carried by cranes is strictly prohibited.

Clothing. Loose neckties, sleeves, or ragged gloves, poor shoes with loose soles, and tennis shoes must not be worn while moving about the ships or machinery. Use great care when working on staging around ships.

Be Careful. Careful habits are worth more than safety devices. Report to your foreman or safety committee every unsafe or dangerous condition you see. Never be responsible for an accident to a fellow-workman.

Service Department

The service department is located in the employment and service building, and is always glad to assist and advise employees on anything affecting their personal welfare.

The following activities for your benefit are maintained by this department. For further information, apply at the office.

The Companion. *The Companion* is a monthly magazine devoted to the interest of the employees of the plant. Its sole purpose is to encourage a spirit of co-operation and patriotism among the men. It is also intended to be educational and instructive. News items from every shop and department in the yard are special features. All the men in the yard are asked to co-operate to make this paper a success.

Social and Athletic Activities. The service department takes a special interest in all social and athletic activities that are fostered among the men.

The Band. The ship band is now a very important feature of the yard. There are about thirty pieces in the band and each musician takes a great interest in doing his part toward making the social life of the shipyard a success.

Orchestra. An orchestra composed of the best talent available has been organized. It will be of great value during the fall and winter season, when numerous dances, entertainments, and various other features will be held.

Social and Athletic Board. This board has been acting under

the supervision of the service department in conducting the various social and athletic activities of employees.

Yard Meetings. Patriotic and other meetings are held from time to time and have proved to be very interesting and beneficial. Every effort is made to provide the best talent available for these meetings.

Americanization Classes. There have been established in the plant, Americanization Classes for the benefit of foreign-born employees. The course of instruction aims to enable a foreign shipyard worker to acquire a knowledge of conversational English and prepare him to become an American citizen.

The Village. The Emergency Housing Corporation has completed a number of houses at the Village on..... street (..... street-car line runs by the village, affording easy access to it).

These houses are constructed exclusively for the workers of our plant; there are 287 houses and 106 apartments, all of which are equipped with furnaces for heating purposes; they also have electric lights, gas stoves, wash trays, and all the fittings of a modern home. The houses contain 4, 5, and 6 rooms and are rented to ship-workers on a weekly rental basis.

The apartments are all steam-heated. A portion of them contain 3 rooms and the balance 4 rooms. The rental of these apartments is upon a weekly basis, the same as the houses, and rentals include heat, hot water, and janitor service. These buildings, like the houses, are modern and up-to-date in every respect.

Hotel and Cafeteria

Directly opposite the plant is a new hotel for the exclusive use of the employees of the shipyard. It contains 292 rooms, bathrooms, showers, a modern barber-shop (4 barbers), a cafeteria with a seating capacity of 1,000, officers' dining-room, clerks' dining-room, lunch counter, library, and poolroom.

Every facility will be given in this hotel for the comfort and care of the workers in our plant.

APPENDIX B

INDUSTRIAL TRAINING¹

By Former Director C. T. Clayton, United States Department
of Labor Training Service

It may be well briefly to describe the method of a training department. The work is conducted directly by the employers, the students of the department having previously been hired by the firms. They do not pay tuition. This is perhaps the distinguishing mark of the training work, which may be conducted in an imposing building or a room set apart in a factory, or, as in many instances, a mere section of a factory building. Possibly only a few of the machines regularly employed in the productive operations of the factory are set aside during a portion of the time for training use.

The following pages present striking and informative replies from managing heads of some 16 training departments to a letter containing the following queries as to their respective experiences in training:

1. How do you obtain students for training?
2. Upon what kinds of machinery are they trained?
3. Are students given any instruction aside from operation of the machines, such as in mathematics, use of measuring instruments, reading of blue-prints, etc.?
4. To what extent does training render students competent; for instance, do they learn to set up, to grind their tools, etc., or simply to feed the machines?
5. Upon what occupations are trained people now being used?
6. What is the usual period required for training in the occupations your department includes and what pay do learners receive? Give also the shop pay in the same occupations.

Taken collectively, the replies tend to show:

¹ See Chapter XIV.

1. That new employees are more readily obtained by establishments having a training department.

2. That training is practicable for any kind of machinery, no matter how complex; and that trained workers are much more efficient than workers "broken in" in the ordinary fashion.

3. That it is well to give as broad training as possible. Those who are willing to spend the time and money to teach the learners shop mathematics, use of precision instruments, drawing and reading of blue-prints, invariably report that it pays. The more the employee knows, the better worker and the more contented he is. Industrial education of this sort is a sound and profitable investment.

4. That there seems to be no limit to the extent of competency that training can give if the training department is well organized and the instructors are capable. There is one best way to do anything and numerous ways which will get a thing done—none of them quite as good. The training department is intended to teach that one best way; the self-trained worker will be likely to acquire one of the less good ways, and may never execute the task so easily, accurately, or quickly. Real competence benefits both employer and employee.

5. That such a wide field of occupations is named as suited for this type of training that hopeful experiment with any occupation is justified.

6. That the pay of learners is equal to the pay given untrained labor during the training period; after graduation the employment department usually takes over the graduate and places him with a production department of the plant on regular wages, which are somewhat higher. Thus ambition spurs the student to complete his course, while the inspection methods of the shop hold him to accuracy.

7. That turnover, a cause of fearful economic waste, is greatly reduced in industrial establishments maintaining well-managed training departments. The comparison of turnover reports from plants having such instruction with reports from plants lacking it, leads to the judgment that in this single element (and disregarding such other factors as increased output, higher quality of work, greater contentment, and larger pay earned) the training department more than repays the cost of installing it. And this does not consider the fact that most departments, operating as they do upon factory products, come near to paying and frequently entirely pay their own running expenses in product value.

Adding-Machine Manufacturers Make Training a Permanent Feature

An apprentice system for skilled factory employees having for some years proved an unqualified success in developing men trained in the manufacturing of our products, we were later impressed with the importance of following a somewhat similar method of training men for our service work. In 1916 we instituted such a course. Training stations are located not only in the factory, but in all parts of the country, with about twelve of the larger stations having from six to eighteen students, all of which stations are designated as service schools.

We have found it desirable to conduct these various schools in the different parts of the country rather than in the home office, because it does not drain any one particular locality, saves transportation, and makes the men happier by keeping them near home and within the field of their future operations. This system has also provided us a larger field to select desirable men from. Age, education, and moral character are standard requirements, followed by a mechanical try-out to prove the student's vocational learning. This, in turn, is followed by an intensive mechanical training. The service course is for a three months' period, during which time the men are constantly in touch with our regular field men, and are under the instruction of the head inspector of the particular office to which they have been assigned.

Regular lessons have been prepared, covering every feature of the various types of machines manufactured by this company, beginning with the simpler form and following through to the more complicated model, as the students qualify. A record sheet of each day's work is maintained. Weekly reports of each student's progress are submitted to the home office. Instructive questions are furnished to students during each step of the course. Monthly conferences are held, during which an educational division program is followed.

In interviewing applicants for the service course they are told what our firm's service means. That it provides the maintenance necessary to insure the perfect operation of our adding machines no matter where the machines are located. That their duties will oblige them to clean, oil, and inspect machines, so as to prevent conditions that would hamper perfect operation. That they must be capable of rendering expert mechanical service under all conditions. That they must be diplomats in adjusting misunderstandings, so as to satisfy our customers.

The necessity and advantages of our training course are pointed out in order that the applicant will know whether he has discovered the line that he is suited for. He is assured of steady employment, as every machine sold adds to the work of the service man. He is guaranteed stipulated salary increases and has assured future prospects. Any growing concern which employs trained men requires a constant addition of experts to meet the expansion of business, and must advance the employees who show superior ability.

If the applicant is convinced that our company offers an unusual opportunity, he is asked to fill out an application form. If he can meet with the requirements as to age and education, he is given a mechanical try-out by the instructor, and if he passes favorably he is employed. If there is no vacancy, he is placed on the prospective list. Otherwise, he is rejected.

Applicants who prove their fitness for our line are given a practical and theoretical course of instruction covering the functions of all models of our adding machines. The instruction books are based on actual experience, which develops practical men quickly. The method of instruction is systematic. Record sheets are used, which indicate the subjects in detail, and also the order in which they should be followed. Frequent examinations and the answering of test questions protect the students against an incomplete course and insure the necessary thorough training.

A total of 552 students completed this course in the first thirteen months of its operation.

Unusual labor conditions in 1918 caused us to establish a school for the unskilled (female) labor in connection with one of our departments engaged in the simpler operations. As the workers pass through the employment department they are placed in this training school under the supervision of a competent instructor and are thoroughly grounded in the operation performed in that particular department. While in this school their characteristics are studied, and as they acquire proficiency and their ability develops they are assigned to more intricate and important work in the other departments throughout the factory. The selection of these assignments is determined by their physical condition and their mechanical development and aptitude. The instructor explains thoroughly the nature of the new employment, points out the advantages accruing to the employees because of their increased earning capacities, introduces them into the new department, points out in detail the various opera-

tions conducted therein, and painstakingly explains the scope of their new duties.

The following day they are started at their new operation, and, by frequent observation, instruction, and encouragement, improve to a degree where they become expert in the one operation. In this manner they are gradually developed from the simpler burring and filing operations until we now employ them in departments performing such varied operations as indicated below:

Spring winding, operating of riveting machines, drill press and milling machines, straightening of parts, assembling of special features, assembling and fitting type, the erection of machines, adjusting and inspecting machines, assembling and adjusting motors, punch press, and hand and automatic screw-machine work.

In the first ten months of the training school, 412 persons have been received in the training department and 260 have been trained and transferred to other parts of the plant. At all times there have been about 40 or 50 persons undergoing training. Only 9 have been returned to the training department for further training since it started. After receiving additional training, these 9 were again placed, and in no case has one failed for the second time. It is just a matter of finding the right places for the right persons, and then there is no question about their making good on the jobs.

While we have been satisfied with the results obtained under the present system of training unskilled help, we acknowledge that greater results could be more quickly attained were it possible for us to spare the space to provide for a fully equipped school, in which the employees could be trained directly for the class of work we would employ them in. We know that under such a system, away from the noise and confusion of the big workrooms, and under the guidance of a skilled operator with the teaching faculty, we could more rapidly acquaint them with their duties and instil into them a confidence that would place them in the factory on a level with, and undisturbed by, the employees already there.

The completion of an addition to our plant, now under construction, will allow us the necessary space for this purpose, and we intend to avail ourselves of all the advantages of a separate training school at the earliest possible date. Methods are being studied and plans are being prepared toward that end, and we hope to reach a standard in this line of endeavor that will serve as a model.

A Cloak and Suit Manufacturer

We have well-organized training for our power and hand sewing machine departments, in which 400 people are employed. Our training department equipment includes 12 machines representing three or four different types. All new employees who are to be stationed in any of the departments pass through our training school, spending from three days to three months there, depending on their previous experience as well as the class of work to which they are assigned. The students receive a straight weekly salary with a bonus. In addition to the operation of the machines mentioned above, we teach the shop system, the use of tickets on jobs, method of computing bonuses, etc.

A Large Tool Works Company that Believes Training Soon Will Be Universal

With the outbreak of the war it did not take shop executives in this country long to realize the inefficiency of untrained labor as compared with skilled men formerly employed and, as a result, in many plants an exhaustive study of the situation was begun for increasing the productiveness and general efficiency of new employees. The outcome of a careful survey of the field by this large tool works was the establishment of a training department devoted solely to training men and women in machine-shop work. While the advantages of the training department can be recited in a few words, yet they are far-reaching and powerful. Under this concern's system the accepted applicant is taken to the training department where he receives his preliminary training in the fundamentals of machine-shop work. He is instructed in the use of the rule and micrometers; he is given preliminary training in reading drawings; he is taught vise work, scraping, fitting, filing, or is given instruction in operating different types of machines. The training department accomplishes one thing which alone indorses it as a success, namely, that it gives the graduate the foundation in the knowledge of machine-shop practice upon which to build when he becomes a working unit in the regular productive force.

Under the system employed by this company, the average student receives about two weeks' training in the training department before being permitted to take a position in the shop. The training period varies, however, with the ability of the student, some requiring only a few days and others needing more than two weeks.

It has been found that the close personal contact between the student and the instructor is one of the primary advantages of the school, because it gives the instructor an opportunity to study the characteristics and inclinations of the student.

The concern has set aside for the training department 1,100 square feet of floor space, as equipment, it has installed benches for 14 vises, one 14 inches by 6 feet American lathe, three 16 inches by 8 feet American lathes, one No. 2 universal miller with all attachments, a 24-inch American shaper, a 3-foot American radial, a speed lathe, tool-grinder, and arbor press.

The training is in direct charge of one general supervisor and two assistant instructors. No work nor effort is wasted in the school. All material used for instruction purposes is selected from standard parts used in the construction of the regular product, consequently when the work on these parts is finished in the school they are sent back into the shop to be used in the assembly of various machines. While some work, of course, is spoiled in this way, the majority of it passes inspection and is used.

The first work given a new pupil is naturally of a very elementary nature. For example: A pupil learning to operate a lathe will be given a piece of work to produce similar to a feed rod collar, which is a simple piece of work about 2 inches in diameter and $\frac{3}{4}$ inch face, that must be turned to size, faced, and the sharp corner rounded off. The pupil is first shown how to put the collar on the mandrel, then how to place the mandrel between centers, and in what position to set his tool. He then sets to work on the machining operation. For the first day or two he is not very fast, but just as soon as he becomes thoroughly familiar with the different operating members of the lathe he is running and can stop his machine, change the feed, locate the compound rest, manipulate the longitudinal and cross-feeds, without stopping to think over each one, he begins to acquire speed, confidence, and enthusiasm. Then he is in line for more difficult work.

In two or three weeks' time, if the pupil be ordinarily bright, he has acquired a good working knowledge of lathe operation, and is ready to take up his work in the lathe department out in the shop. Of course, in two or three weeks he has not become a skilled mechanic, nor even an expert lathe operator, but he has been given a good foundation in lathe work, which in all probability will make of him a productive lathe operator in the shop.

In training pupils on other types of machines, in vise or scraping work, the same logical sequence must be followed. Just as soon as the pupil understands what good work and accuracy mean, and can do his elementary work with ordinary rapidity, he can then be advanced as rapidly as his ability will permit.

Much of the instruction on the micrometer, reading of drawings, etc., is given in connection with the blackboard, which proves a great help. Often within an hour or so the student will understand the micrometer, and before the day is over be reading the scale and simple drawings.

Those sent into the shop from the school must be able to grind their own tools, set up the machine for ordinary jobs, read the micrometer and scale, and be able to work to the micrometer adjustments of their machines.

Stress is laid upon the care and proper oiling of the machines, and how to avoid abuse. Right habits in regard to shop regulations are also taught. The personal touch is established, which is so lacking in the large modern shop.

Men and women are trained side by side. The men excel where changes in the setting of the machines must be frequently made, but the women are best on small duplicate work, in neatness, and in the care of their machines and work.

It is neither the intention nor the purpose of the training department to produce skilled mechanics. It is obviously impossible to train a man to all the various branches of mechanics in a few days; to attempt such a thing would be sheer folly.

In addition to training machine operators and vise hands the concern has extended this work to the engineering department. It has divided those holding elementary positions such as tracers, blueprint machine operators, etc., into two classes and each class is given 30 minutes per day. During this time the class is taken into the shop under the supervisor and is given instruction along lines most helpful to the members and their work.

In the first seven months of the training department the value of the work was established beyond question. An average of 30 acceptable and trained operators was admitted to the shop each month. As the department develops, this number will increase. With the signing of the armistice the concern was confronted with a new condition, but the department had so abundantly demonstrated its value that it is no longer regarded as a war-time expedient. It has

a permanent place in the organization and its scope is being enlarged. To quote from a statement issued by the concern: "The world is progressing, and the training department is simply one more step in greater shop efficiency. Its virtues are beginning to receive recognition; its advantages have already been felt. So great are the possibilities of this training system, not only in training newcomers but in fitting the older employees for different and better work, that we are forced to the conviction that the time is approaching rapidly when every large shop in this country will be equipped with a training department."

A Large Electric and Machine Plant Finds Training Profitable

Students for our training department are obtained by requisition from the centralized employment department, and segregated according to special aptitude, previous experience, and education.

Five training departments are operated by this concern, as follows: machine tool operation, tracing and drafting, electrical work, stenographic work, clerical work. The training on machine tool work covers the operation of turret lathes, milling machines, engine lathes, screw machines, drill presses, benchwork, and assembling.

In addition to instructions dealing specifically with the operation of machine tools, training is given in blue-print reading, the use of scales, gauges, etc. Some instruction is also given in simple mathematics, including decimals and fractions. Usually the operatives are trained for specific jobs and the instruction in related subjects is based on the requirements of the job.

In general the operatives are here classified according to their intelligence and ability as shown during the training period. Some learn only the operations of a certain machine tool. Others are trained more broadly to become inspectors and foremen or for work requiring broader knowledge. In the toolroom, learners grind their own tools and set up their own machines.

Our trained employees are now working in the drafting-rooms and offices of this plant as tracers, detailers, stenographers, and clerks, and in the shop departments as screw-machine operators, milling machine operators, on production and toolwork, drill presses, universal grinders, fitting and assembling of brush-holders, forming and insulating coils, winding stators, wiring switchboards, and inspection.

The length of the training period varies from three days to two

weeks, depending on the operation and the general aptitude and intelligence of employees. During the training period, learners receive from 21 cents to 25 cents per hour, depending on the occupation. After training, the learners are placed by the employment department, and receive from 30 cents to 50 cents per hour, depending on the occupation and ability displayed.

A Large Manufacturer of Farm Implements

Students for our training department are obtained in one of two ways—through the co-operative industrial course which is being operated through the high school authorities or through our regular employment channels, where each foreman hires the apprentices for his own department.

Learners are trained on machinery which is regularly found in the various crafts. In the machine-shop they learn to operate lathes, planers, milling machines, boring mills, and a certain amount of time is given to benchwork and floorwork. Pattern-makers learn to operate the regular woodworking machines, as well as the handling of the hand tools which are found in the pattern-making trade. They also learn how to lay out their own work. Molders are first given training in the coreroom and then on light, common castings. Finally, they are trained into molding heavier castings.

Students whom we receive through the co-operative industrial course are given training in shop mathematics, the use of precision measuring instruments, and reading of blue-prints in the school. Apprentices hired through regular channels are taught to read blue-prints and the use of measuring instruments in the course of regular shop instruction. These apprentices do not receive any mathematical training.

The students are taught to operate the various machines, to grind their own tools, and to set up their own work.

Students coming through the co-operative industrial course enter the machinist, pattern-making, and electrical trades, there seeming to be no desire on the part of high school boys to learn the molding and boiler-making trades. Apprentices in these latter trades usually have only grammar-school education.

The usual period in the various crafts for training apprentices is three and one-half years. The pay increases every six months from 11 cents per hour for the first term to 26 cents per hour in the last.

Silk Manufacturer Adapts Training to His Special Needs

This firm runs seven mills. The methods described are followed in all of them. All employees are given training before going into regular production. Four classes of machinery are used and learners are trained upon each. The largest quantity of machinery involved are weave looms. For this operation a regular learners' section is conducted under the management of an expert selected because possessing patience and tact as well as ability and experience. The rudiments of the trade are explained and then the best method of operating, enabling the learner to earn the highest possible pay. Certain appliances have been developed enabling green operators to absorb the trade by the kindergarten method. For every variation of product manufactured learners are given especial training.

In other departments of the mills, learners are assigned to operators, who, in addition to their wages, are paid extra compensation for teaching. Such learners are also under the especial care of the foremen of the sections. Learners are advanced to expert positions only after foremen of their sections are convinced of their ability. The time for learning varies from three to six weeks, according to individual ability.

Learners receive, on a piecework system of payment, \$6 per week as a guaranty. All our work being piecework, they receive in addition any amount that, as per rate schedule, exceeds their guaranteed minimum. In the majority of cases, learners exceed the minimum after the first two weeks. We have found that this guaranteed minimum wage goes far to obviate unnecessary hardships on learners. The rates of compensation for piecework are the same for learners as for the regular operatives.

In these mills a night school has also been run to educate section foremen. In this school such theoretical knowledge of our industry as has been found necessary for foremen is imparted.

A New York Machine-Shop

The training room has at the present time nine bench lathes and a 20-foot bench for training inspectors. This is due to two reasons—first, lack of more floor space; second, the bench lathe and inspection departments needed assistance first. The student is expected to set up his own machine, to grind his own tools, and to care for his own machine.

Instruction cards (operation sheets) are not used in the factory, so we do not have them in the school. The tools, gauges, and fixtures are in boxes that are secured from the toolroom for each job. As the foreman decides how each job shall be done, the student is instructed in a "typical" way of doing the job.

Oiling is done each morning by the student. The instructor, with the student, daily tests the machine for backlash, end play, and taper. If any trouble is found, the student is instructed how to remedy it. As the machines are all new, we have had very little trouble with them.

Oral instructions only are used. The instructor sets the machine and demonstrates the operation to the student, who performs the operation until he understands it. Then the machine is upset and the student sets it up and submits his work to the inspector. All work is held to definite standards.

Following this the next operation is taken up, explained, demonstrated, and performed as described. This method is used because there are no operation sheets in the shops, and also because it is the method used by the foremen. When operation sheets have been written for each job the method is to be changed to accommodate them.

Machine Operations. The student is instructed orally in the sequence of operations by the instructor on each job. He has the blue-print and the rough piece, which he compares with a finished piece. This is because there are no operation sheets. Starting and stopping the machine is done by the instructor and then by the student under his instruction. Adjustments are first made by the instructor and then by the student under his direction. The stops are set correctly at first, then altered, and the student is called to make the correction.

Measuring Tools. This is the first subject taken up. The scale, micrometer, and vernier measuring tools are explained by a lecture, and then the student uses the tool on pieces of known measure. This is because the average student has not had sufficient educational training to be able to study out written instructions. He is in the habit of being told and is not accustomed to reason out a new thing.

After a student learns how to use a tool that has been properly ground and set he is given a piece of cold-rolled steel of the same size and is instructed in grinding it to a model. When he can grind the cold-rolled tool he then receives a piece of tool steel to grind

one from. This done, he is instructed to set it up properly in the machine.

There is no inspection of material.

The reading of blue-prints is taken up by the students when they are learning to use measuring instruments. They have a piece of work and its print and are instructed how to relate one to the other by comparison. Student inspectors inspect the work after each operation. They also circulate about the machines and check the work while the operation is being performed. Students are tested as they progress by giving them test pieces, and their proficiency is compared with that of the shop.

A Cash-Register Manufacturer Considers Training Essential

Inexperienced help applying at the employment department of this company is sent to the training department, where after a few days of work the experts in charge are able to classify and train them for the different jobs for which they seem best fitted. Sometimes it becomes necessary to shift learners two or three times before the place they best can fill is found. At present the training school is fitting learners to operate milling machines, both power and hand feed; drill presses, single and double spindle; riveting machines; bench work; light subassembling and assembling. The department has not facilities to train for all occupations in the factory. Students are often necessarily put upon work for which they have not been trained; but we find that working in the training department for a short period helps learners to become accustomed to the factory atmosphere and noise. This refers to students that are placed on screw machines, lathes, welding machines, engraving machines, etc.

Students are instructed in the use of gauges, making out time and instruction tickets, and for certain jobs are taught to read micrometers. They are also given lectures on health and safety. We do not teach setting-up jobs, as we have job-setters to do that, but learners are expected to sharpen their own drills.

It is our experience that a training period of four to six weeks is best, but the demand for trained help is so great that at times we can keep them in the training school only from 10 to 14 days. We can depend upon most of them staying with us after starting them on a regular job.

The starting rate in the training school is 25 cents per hour. On promotion to the factory, learners are given an increase of

from $2\frac{1}{2}$ to 5 cents per hour until qualified to go on piecework, when wages range from 45 to 60 cents per hour.

Details of a Large Tool Manufacturer's Training

Approximately 85 per cent of the learners trained in this company's training department have proved successful. Classes vary from 18 to 25 each week, and approximately 130 men previously unskilled have been trained to be machine operators.

The training-room is about 50 feet square. In it are installed 12 machines, including lathes, drill presses, bench presses, Pratt and Whitney turret lathes, profilers, milling machines, external and internal grinders, emery-wheel stands, and a Cleveland automatic. We are still adding machines to the school. The training course is so systematized that a standard schedule is followed through the week. Classes begin on Monday and are trained from 5 to 12 days.

The school program is as follows:

FIRST DAY

8 to 9 A.M. Our students when entering the school on Monday morning are addressed by the works manager. This is done so as to get them interested at the very outset.

9 A.M. to 12 M. Following the address they are escorted by the instructor to the various assembling departments to give them a general idea of what they are to produce and to show them the vital need of accuracy; then there is a general trip through the factory showing them the raw material and the progressive method of manufacture.

1 to 2 P.M. After the dinner hour they are taught the difference in iron, steel, and alloys. In connection with this course we have issued a pamphlet called "Supplementary Instructions and Memorandums," made up as a memorandum of what they are taught each day.

2 to 3 P.M. This period is taken up in defining the mechanical terms, such as turning, drilling, reaming, chamfering, etc.

3 to 5 P.M. This period is taken up in teaching them fractions and decimals, which is most essential in our factory. In connection with fractions all are taught to read a scale graduated to sixty-fourths and one-hundredths.

SECOND DAY

7 to 10 A.M. They are now taught to read blue-prints. This we do by getting some finished part and a print of same, in this manner letting them compare with print; also with explanation on blackboard.

10 A.M. to 12 M. We have chartered a sufficient number of inside and outside calipers, scales, and gauges from our tool stockroom and teach the "how" and "why" of their use.

1 to 5 P.M. The remainder of the second day is spent in teaching the students how to use micrometers. We have chartered a sufficient supply of these from our tool stock for this purpose.

THIRD DAY

7 A.M. to 12 M. The forenoon of the third day they are put throughout the factory with the inspectors and are made familiar with the use of gauges, scales, micrometers, etc.

1 to 5 P.M. In the afternoon they are taken to the several training school machines and a thorough explanation of each is given.

In the following days the student is taught how to operate a particular machine and how to sharpen drills, use files, etc. To follow up the progress made by students after they are transferred to the factory, we use a follow-up sheet, to compare the average wage earned with that of the skilled men. We have also a form for interviewing students about twice a week, to help them until they are able to take care of their work without special aid.

The learners have proved that they can, with from 5 to 12 days of intensive training, bring their ability as machine hands to a standard of accuracy controlled by a .0025-inch limit.

State Trade Education at Bridgeport, Connecticut

Students for the state trade school six months' course on hand and automatic screw machines are obtained either through newspaper advertising or the suggestion of other students.

New students are started upon tool grinding. Drills for this purpose are made of cold-rolled steel and machine steel. When a student becomes proficient he is allowed to grind hardened tools; this is kept up through the course of training. Next the student is put on a handscrew machine, shown how to operate it, how to grind and adjust turning box, tools, etc., and, finally, how to "set up" the machine.

Throughout the entire course for approximately eight hours in each week the student is given instruction in simple arithmetic and reading of blue-prints.

When a learner has fully mastered the handscrew machine he is put on the automatic machines. The Gridley and Acme are utilized. The student is shown how to operate each machine and, as he progresses, how to set it up, so that when he graduates he is fully capable of "setting up" his machine on any work that may be given

him. Students are not compensated, but after graduation are able to earn from 50 to 80 cents per hour. Part-time men are also instructed, receiving the same training as full-time students. These are men who work at night and come in for about four hours' instruction during the day.

A General Plan for Organizing Training in a Community

The following plans for organizing training in a community have been worked out by Owen D. Evans, principal of the Continuation School, Boston, Massachusetts, who for several years has been in touch with methods of training mechanics to become shop instructors in vocational schools in that city.

In any community where it is desirable that training be started the following procedure is suggested:

1. A public meeting should be held under the local chamber of commerce, manufacturers' association, or similar body, at which competent speakers should give details upon what has been accomplished in training both for vocational schools and directly on production in industry.

2. On application from manufacturers whose interest has been aroused, a competent person should visit their plants, address their department heads and, if advisable, their foremen and employees, and establish a close relationship between the employment department and the proposed training department.

A survey of the industry should be made to learn which departments are best adapted to a training scheme.

It should be determined whether the best plan of training is a central training school, scattered but specific training centers in given departments, or a general follow-up scheme ranging over an entire plant. Next, preferably from the staff of the manufacturing concern, a person competent to direct the training is chosen. In large plants he is an employment manager or a production engineer. In medium-sized or small plants he usually has other duties besides directing training. He should have an extensive knowledge of manufacturing detail in that plant; ability to analyze operations, route, and layout work; and a faculty of getting on well with employer and men. He must gain the co-operation of all instructing and producing foremen.

3. All training should be on actual shop production. The only exception is perhaps the use of preliminary scrap material in work

involving the handling of refractory material, such as soldering, blow-pipe work, etc.

4. Special organized groups of instructing foremen should be trained before the training of the new help begins. In a factory where a planning board has provided operation sheets, very little additional is required in laying out the subject matter and sequence of instruction. Where operation sheets are not in existence each job must be analyzed and the training arranged according to actual condition of production. This layout must be specified in writing.

5. The proper preliminary training of instructors is essential.

6. Within the plant the training department must be independent. It is not employment management, welfare work, or production, although it ties up closely with these departments. Its success is measured by its output of trained workers, although incidentally it makes a considerable output of goods.

7. Beginners should be trained especially for the job each is to do and then be transferred to the production department. There should be a follow-up from the training department to see that the beginner is well launched and proving competent.

Plans for Installing a Training System. For operation involving a gang or group, such as very heavy stamping or assembling work, a new man working with the gang quickly absorbs information on the entire process. More than brief training is not necessary, but the subforeman should see that the new man advances as rapidly as possible.

In operations involving more technical knowledge and skill, such as tool-making (with little or no repetition work), training is a long, special process requiring an apprentice school and special instructors. (See Training Bulletin No. 2, "A Successful Apprentice Toolmakers' School," United States Department of Labor.)

Where operations are almost entirely automatic, training can be given on the production floor. But the gain in speed and spirit obtainable from instruction on a separate bay or room justifies such separate instruction, if possible. Work should be on production from the beginning.

Operations in which difficulty depends not on understanding the operation of a machine but on the handling of refractory materials (such as blow-flame welding, soldering, and splicing) need a special bay or room and separate instructor. Some preliminary practice on scrap material may be given.

For operations (usually machine) involving repetition, it is highly desirable to have a separate room. Train on production from beginning. Job setting may be a special job. This type of work covers a range from quantity production on a standard operation to many kinds of toolmaking.

The director of training determines from local conditions who should give the instruction. It may be a production employee, a gang foreman or subforeman, intelligent, teachable, and tactful.

What to Teach. Each operation must be listed in the order in which the operation is performed in these terms:

1. What he must have. (Tools, jigs, material.)
2. What he does. (The three or six steps in mounting the tool, inserting the material, operating the machine, removing the work, clearing the machine, etc.)
3. What he must know. (How to read a blue-print, set a gauge, recognize a welding color, etc.)

Where a planning board has worked out planning sheets for each operation, this information is already listed, and each sheet furnishes the material for a lesson. Where such sheets are not available they must be prepared by competent persons. This is very important. The things to be taught should be in writing. If a subordinate instructor tries to carry this information in his head, the effectiveness and speed of instruction are lessened, and a change of instructors causes confusion and loss.

How to Teach. The instructor must realize importance of:

1. Sympathetic, helpful attitude toward new people.
2. Preparation in advance of suitable machine set-up, tools, and materials, so that instruction may start without delay or confusion.
3. Handling operative so as to quiet any fear of the machine and natural nervousness.
4. Teaching one thing at a time and not too much at a time.

No matter how small this "one thing" may be, or how large, the instruction steps are as follows:

Get the employee's undivided attention, and be sure he knows what you are talking about.

The instructor's job is to start with what the student knows and then step over to the new thing and teach him that. The "step-over spot" is very important.

Show or explain the new thing so that the operator understands it and can do it. It may be a very short and simple operation or it may be difficult or long. You may do this by the question-and-answer method, the "showing-how" method, or the lecture method. These are commented on later.

If the presentation has been done well, the operator has learned the new things. Now have him do it. If he fails, notice his mistake and correct it.

The question-and-answer method is usually the best method of instruction. Ask a great many questions and be sure the operator answers each one satisfactorily. Not, "Do you understand how to do it?" but, "What is the first thing to do?" "Why do you do it?" "How do you do it?" "Now, let me see you do it."

With the "showing-how" method the danger is that the instructor is doing it all. But often it is a good plan for the instructor to show how and then at once get the new man to do it.

With the lecture method the danger is that the instructor does it all, and it is mostly talking.

Organization. The director and assistants on industrial training should get material for instructions from plan sheets, or if they are not available, make an equivalent. They should hold a short preliminary meeting for instruction on methods, followed by short meetings of all instructors once a week to rouse co-operation, confidence, and discuss common problems. Head up instruction of individuals in this order:

1. Relieve nervousness or fear.
2. Perform the operation perfectly and rapidly, even though mechanically.
3. Develop industrial intelligence, general knowledge of machine, the reasons for doing things, related knowledge, such as use of blue-prints, gauges, machine adjustments, etc.
4. Upgrade selected operatives to more difficult operations or to be instructors.

Methods of Instruction. The instructor has a trade in addition to that of the skilled mechanic—no matter how much he knows or how good a workman he may be, his value as an instructor depends on how thoroughly and rapidly he can impart what he knows. Imparting, not doing, is his job. The instructor familiar with the principles and methods of the teaching trade and practice in applying them to given training problems can deal with any teaching job

much more effectively, rapidly, and intelligently than can the "rule of thumb" instructor. He, therefore, as an instructor, has a great advantage over the untrained individual, who may have an equal command of the trade, because he is able to impart effectively what he knows as soon as he begins to instruct.

The lesson must have a specific aim; it may be short or long. Preferably, it should be short. The instructor must determine exactly what one thing he wishes to "put over" in this lesson.

The learner must be ready for that particular lesson. The teacher must therefore be able to "locate" a given lesson or teaching unit with regard to what has already been taught and what is still to be taught to make the learner competent.

A very common error is to try to teach too much in one lesson, instead of breaking the content up into a series of sufficiently small teaching units. An instructor should not, for instance, lay out a lesson to teach an unskilled person to perform some operation on the lathe. He has here material for a series of lessons—one on starting and stopping the lathes, one on setting the tool, one on determining the size of the cut, one on determining the speed, etc.

The instructing process is a series of steps or "operations."

An error commonly made is that the instructor does the thinking or does the work and the learner merely imitates. A problem of the instructor is to see that each learner performs each successive teaching operation himself. What he gains comes through his own activity—mental or manual; he gains nothing from the mental and manual activity of the instructor.

The instructor must concentrate on the lesson. Do not bring in interesting things which have nothing to do with the real subject of the lesson. For example, the lesson is on how to sharpen a tool. Concentrate on sharpening the tool. Do not bring in outside material about the manufacture of tool steel.

The details of steps in a lesson are as follows:

- I. Preparation. Somewhere in his past experience the learner has had some kind of experience or some knowledge which can be used as a foundation for building up the proposed lesson. This provides a teaching base or foundation from which the learner may be led from the thing which he knows to the new thing to be taught. The problem here is to start the learner to thinking about something which he knows and to which the instructor can "tie" the lesson. Do not slight this step. It gives the instructor the interest and

attention of the learner, so that at the right moment the instructor can "put over" the new information.

2. Presentation. The instructor now presents to the learner a series of new ideas.

The demonstration method is usually the best. The presentation is carried out with the same tools, machines, and so on, as would be used on the actual job. The instructor performs the operation, making such comments or asking such questions as he goes along as to be sure that he has the attention, the interest, and the understanding of the learner.

The method of illustration may be used in teaching advanced men and where demonstration is not easy. For instance, a lesson on showing the construction of a gas-engine cylinder might be accomplished more successfully by means of a model cut to show working parts than by the real engine. This method should never be attempted with learners who have had no experience with the actual thing which is being illustrated.

The lecture method can be used to advantage only with very advanced students.

It is possible by the experimental method to lead up to the point where the pupil is inexperienced and then turn him loose to discover correct practice by the method of doing it wrong until he discovers how to do it right. The learner taught by this method will probably never forget what he learns. But, on the other hand, much time is consumed, and the learner is likely to become discouraged and to spoil much material.

3. Application. The learner must now be checked up along two lines—(1) what does he know, and (2) what can he do? No matter how carefully the man has been taught, there will probably be some weak points which must be corrected. The instructor watches the man while he is at work and must be careful to determine when to assist the learner and just how much to assist him, but in no case should the instructor do the work for the man. Let the learner do the job and correct him as he needs correction.

4. Testing. If the foregoing steps have been successfully carried out, the learner can perform the operation, and the test of this is that he turns out production which is passed by the inspectors. If he fails, it may be due to three causes: a poor learner, a poor instructor, or poor teaching conditions. It is up to the instructor to find out which of these three causes may be responsible for failure.

Training vs. instruction. By a series of lessons like those described above the learner is instructed, but he is not yet trained. He must yet acquire trade intelligence and a general knowledge of shop conditions. This can be secured only through experience—that is, by doing a lot of jobs under varying conditions. It is, therefore, unwise to let a man who has been instructed but not yet fully trained, pass entirely from the influence of the instructor.

APPENDIX C

INSTRUCTION TO INSURE AMERICANIZATION OF ALIENS¹

By A. H. Wyman of the Carnegie Steel Company²

Promoting Attendance in English Classes

The term "Americanization," as used in educational work, has been exceedingly general. However, the following three elements have formed the basis of all schemes for teaching new Americans:

1. The teaching of English.
2. Preparation for taking out second papers in citizenship.
3. Preparation of the individual for larger expression of himself, in his home, his work, and his community.

In the teaching of English, the endeavor has been to develop two vocabularies, which may be termed vocational and avocational vocabularies. By vocational vocabularies we mean those words which will be of value to the workman in his particular occupation. In the avocational vocabularies are included words which are used in the home and on the street. Courses that have included both vocabularies have had wonderful success in teaching true American ideas and ideals. Often the public school and public library courses have neglected the use of the vocational vocabulary.

The preparation made by non-industrial agencies to bring their pupils up to the standard required by the naturalization courts oftentimes limits the courses to the examination questions alone. In doing this, we lose sight of the main object of Americanization study, which is the teaching of true American ideas and ideals. The non-

¹ See Chapter XIV.

² A paper presented by A. H. Wyman of the Carnegie Steel Company, and a member of The Special Committee on Unskilled Labor and Americanization, to the Pittsburgh Chapter of the National Association of Corporation Schools, at a meeting of the Section on Unskilled and Semiskilled Labor, published in the National Association of Corporation Schools Bulletin, January, 1919.

American should be taught the proper methods of living. He should grow to have a different and better attitude toward his work. A stronger relationship should be fostered between the non-American and community life. By doing so he has reached the height of his citizenship work.

Oftentimes the non-industrial institutions have taken the attitude that the education of new Americans must be largely general, and have looked upon the institutions as being unappreciative of educational values, while, on the other hand, the industries have considered Americanization work as being impractical. The industries have often looked at the problem only from the viewpoint of the workroom, and have used their welfare work and educational department for means of publicity. If a scheme whereby the viewpoints of the public institutions and industry can be combined is evolved, a more efficient work will be accomplished.

The agencies offering education for non-Americans are as follows:

1. Y. M. C. A. and other semipublic institutions
2. Local board of education
3. State board of education
4. Local industries

The Y. M. C. A. has extended its Americanization work to the communities where large numbers of non-Americans have congregated, largely from the social standpoints through co-operation with local industries. The industrial secretary encourages local educational agencies to carry on the work. Besides organizing classes, the Y. M. C. A. has developed the social instincts of the new Americans by offering various entertainments, such as motion pictures, lectures, patriotic gatherings, and other cosmopolitan clubs. The Y. M. C. A.'s in the Atlantic Coast cities have grasped this opportunity to develop the non-American to an appreciation of his own powers and responsibilities.

The chambers of commerce in a large number of cities have organized non-American people into definite educational activities and a secretary is hired to take charge of all phases of this work. They operate free public evening schools strategically placed in various foreign sections of the city, and under direct supervision of the superintendent of schools. The playgrounds' association conducts recreational activities in the public evening schools one evening each week under the supervision of the superintendent of

playgrounds. The director circulates regular bulletins among the industrial superintendents, division heads, foremen, and other employers of labor, with sane and healthful suggestions to increase the attendance of the non-English-speaking men and women. He should obtain the close co-operation of all local organizations coming in contact with immigrants, which would include visiting nurses, employment agencies, associated charities, foreign societies (benefits and insurances), foreign churches, public libraries, foreign papers, foreign leaders, local press, various patriotic associations, clerk of common pleas court, clerk of United States court, factory classes on request, factory campaign.

Methods of Securing Attendance in English Schools

Twice a year campaign to secure large attendance of foreign workmen, by:

1. Distribution of handbills in foreign section and the plants.
2. Distribution of large, colored night school posters.
3. Organizing various agencies coming in contact with foreigners.
4. Distribution of map of city or town location of public evening schools; publication of this map in all daily and foreign newspapers.
5. Factory surveys during one month to secure data for factory enrolment.
6. Factory enrolment at beginning of evening school term in September Night School Teachers' Institute.

Intersectional Americanization conference with group of large employers of foreign labor.

Securing employment for night school pupils out of work.

In General

Gathering material on social center activities in public evening schools for foreigners, from which the committee can make definite recommendations to the public school authorities and recommend suitable legislation and adequate appropriations.

Gathering data as to how individual factories acquired efficient methods in handling the detail of the Americanization campaign in their plants.

Distribution of these data in form of bulletins after their consideration and analysis by the committee.

Definite effort to impress constantly upon the employers of foreign labor, the economic gain in increased industrial efficiency secured by sending workmen to the public evening schools.

Publishing a booklet giving authentic information for immigrants in cities, preparing to be American citizens; distribution of same free.

To a degree, the chamber of commerce has assisted boards of education to take a broader and more sympathetic attitude toward local industries, and on the other hand has brought these industries to appreciate the importance of establishing means of education.

The following plan has been worked out to increase attendance of non-English-speaking workmen in the free public night schools, and in preparing them for American citizenship. This plan has been successful in dealing with smaller plants and factories through the co-operation of the superintendent and foreman.

1. Ascertain how many foreigners are employed in your plant and how many of them should be attending night school to learn to speak English. For plants which have instructed their employment managers to keep a free night school and citizenship record for each new man hired, this will be a simple matter. A number of plants make a survey and get this information. Uniform blanks for this can be obtained from the Bureau of Americanization.

2. Gather together all possible night school pupils at noon hour, or at such other time as is convenient. Outline in a brief speech or through an interpreter the advantages of attendance, and urge them to attend night school regularly. Tell them that on application of ten or more non-English-speaking immigrants promising to attend regularly, free night school classes will be opened in any of the city public schools nearest to their residences. Distribute handbills and display same prominently on bulletin boards, giving the name and location of the free night schools in operation. Ask all the foremen to show the men how to find the school nearest to their homes on the map, and how to get there.

3. From your list of men of foreign birth pick out the men who really need the training. Let all the foremen help their men to fill out their registration cards furnished free by the Bureau of Americanization. Have the foremen tell the men to take these cards with them to school. Make up a school attendance list. A sample page of an ordinary timebook can be used showing a good way to make up such a roll, or blank cards can be obtained from the

Bureau of Americanization. Such a list should contain the name of the employee, his check number, the school he attends, and other important information.

4. Having started the men to attend the schools on Monday, Wednesday, and Friday evenings, from 7:15 to 9:00 P.M., the problem is to see that they do not quit or get discouraged. On the last school night of each week the teacher will give each man a card showing his record of attendance for that week. The men should bring these cards to work with them and drop them in a special night school box which should be placed at the gate through which the men enter and leave the plant. You already have your roll made up when you make your survey. Now the cards in the box should be collected and used to mark your roll. When the roll shows that any one of your men has not been at school for a period of two weeks, this should be reported to the foreman under whom the man is working. The foreman should in a friendly and sympathetic manner urge the man to make an effort to attend the free public night schools and learn to speak English and to become an American citizen. This personal contact will stimulate regularity of attendance and promote a better understanding between employer and employee.

Co-operation Between Industry and the Community

It would seem that the best scheme for conducting activities with non-English employees is through the co-operation between industry and the community. At the present time, education within the industries is conducted through one of four forms of organization:

1. Separate department of education
2. Department of welfare
3. Department of labor
4. Some combination of these departments

All educational work should be closely connected with the welfare and labor departments.

At the present time, industries are using both voluntary and compulsory methods of securing attendance at English classes. When the men volunteer to attend class they are generally unpaid for their time in the classroom. Where compulsory attendance is instituted, some industries pay for a man's time and some do not. In most instances where the individual is paid for attending classes, he works a full day in the industry and attends the class either directly before or directly after his work. His time in the classroom is then paid

for on the basis of the average wage which he receives in the shop.

Of the various plans which are in practice for securing attendance in English schools in industries, the one which provides compulsory attendance with pay seems the most desirable for the following reasons:

1. Any system which is to reach all classes of employees must be compulsory, because only by insisting on attendance will a school be able to reach the less ambitious type of man who, from the standpoint of the community and the industry, requires training in English just as much as the man who would avail himself of voluntary opportunities.

2. A purely compulsory scheme without remuneration would tend to result either in dissatisfaction or in the refusal of workmen to continue to be employed in the industry.

3. A voluntary scheme with pay would still fail to reach certain individuals who would be getting sufficient pay to provide the necessities of life, but would fail to exert themselves to the extent of regular attendance at a class for the teaching of English. Irregular attendance in the voluntary system with pay would tend again to lead to complications which would disturb labor conditions in the industry.

With the co-operation of the superintendent of schools and the superintendent of evening classes, an investigation of evening schools in Chicago was made. During the year, of the 17,631 who were enrolled, only 7 per cent attended as many as 70 out of 80 evenings of the session, and 23 per cent attended less than 20 evenings. The inference drawn from such figures by those who do not know all the facts is that the immigrant is to blame for this showing. The newspapers called attention to the large number of non-English-speaking residents in the South Chicago district, and the small number that had taken out their citizenship papers. The papers quite rightly reasoned that something was wrong. The men who are employed in the steelmills of South Chicago work 12 hours a day for one week on a day shift, and the next week on a night shift. The classes the city offers these men meet four evenings of every week throughout a term of twelve weeks. In order to gain some first-hand information as to the reason why those who desired to learn English had dropped out in such large numbers, the following investigation was made. The reasons given by 560 for dropping out of these classes were as follows:

Industrial causes	169
Overtime work	69
Changed from day to night work.....	37
Changed jobs, unable to get to school by 7 P.M.....	36
Fatigue after the day's work.....	27
Dissatisfaction with school.....	51
No classification of students.....	6
Discouraged over progress.....	17
Teacher unable to speak their language.....	22
Indifference of teacher.....	4
Change of teacher.....	2
Illness or some family difficulty.....	49
All other reasons.....	71

 560

Ways by which a large number of these people might be kept in attendance immediately suggest themselves. The frequent formation of new classes and a follow-up system would secure the reattendance of most of those who leave on account of illness or with the beginning of the busy season in their trade.

Chicago conducts one very interesting and successful day school for adults near the center of the business district. Students are allowed to attend the whole day or such part of the day as they are free.

Conclusions

The best scheme for carrying on education for non-English-speaking employees is one of co-operation between the industry and the community. Wherever possible the industry and the local school should work together.

Each educational agency has a distinctive viewpoint. The Y. M. C. A. undertakes its work with a very distinct social aim. The public and state school boards have a background of educational experience which should never be ignored. The industry makes a demand for the highest degree of efficiency in the education of its employees, and offers the mechanism for uniting educational work with safety and welfare work. Too much emphasis cannot be placed upon the necessity for the foreman's maintaining a proper attitude toward the men working under him. In a number of

industries, definite work is being carried on in the education of foremen to an appreciation of the opportunities which they have for co-operating with Americanization work, and for becoming active agents in carrying it on.

In view of the preceding outline in which I have attempted to present a general idea of some of the existing conditions in Americanization work, I will briefly summarize a few points that might increase attendance of non-English-speaking people.

In Industry

1. Appoint an official, superintendent, or foreman to be charged with the duty of urging immigrant employees to attend night school to learn English. Such officials can check up attendance and act as a clearing house of information for employees and for teaching them the aim of the Americanization school.

2. Post notices, printed in English and the foreign languages, describing evening school facilities, and insert them in the pay envelopes of foreign employees.

3. Register and list all non-English-speaking employees for use of school officials and teachers.

4. Enroll employees for English classes in the plant.

5. Hold plant meetings and invite school officials, teachers, and others to talk to employees on advantages of evening schools, citizenship, thrift, safety, home-owning, sanitation, etc.

6. Give preference in making promotions to those increasing their efficiency by attending night school.

7. Compulsory attendance with pay may be advisable to start.

In the Community

1. Appoint committee on Americanization to co-operate with Bureau of Americanization, to extend free evening school facilities.

2. Interview priests and clergymen and interest their active support.

3. Distribute notices, folders, and leaflets, giving information about evening school advantages.

4. Open public schools as social center. Activities to be fostered by playground superintendent for evening school pupils.

5. Unite heads of the various foreign societies to meet with committee, and give expression to their viewpoints on all matters concerning their people.

APPENDIX D

THE CO-OPERATIVE STORE¹

By Dr. R. S. Quinby, Hood Rubber Company

The rapidly increasing cost of foodstuffs began to be particularly apparent in the fall of 1916. We had, previous to this time, considered the establishment of a store which would enable our workmen to purchase the most important articles of food at a saving. It was the acuteness of the food situation during the latter part of 1916 that caused us to take definite action in this matter.

We decided on certain policies which seemed to promise the greatest saving to our employees. We have had no reason to change the fundamentals then decided upon. The most important of these were as follows:

1. To make the store self-supporting but not profitable to the company.
2. The company to furnish sufficient capital for the conduct of this store. This is essential to economical buying, which, of course, determines the selling price.
3. To eliminate in buying the profit of the middle man; most purchases to be made in large quantities from either producers, packers, brokers, or wholesalers, which is frequently the secret of low prices. Sufficient storage space and capital is necessary in such a program.
4. To sell for cash; sales to be made for cash only, payable at the time of purchase. Credit is ruinous. Deductions from pay envelopes increase overhead expense and invite overbuying (next week's money is easy to spend), and lead to mistakes and misunderstandings.
5. To eliminate, so far as practicable, delivery of goods. Through the use of motor trucks, large bundles may be delivered within a reasonable distance at a nominal cost. One of the

¹ See Chapter XXVII.

reasons for conducting the store is to stimulate thrift. A well-known industrial leader remarks that "good buying stopped when the telephone came into the house." It is with an idea of re-establishing good buying and thrift that it is well to encourage the buyers to carry home their own purchases. This also reduces overhead expenses.

These principles embody the simplest co-operative plan available.

Misunderstandings grow from ignorance. To eliminate red tape and make savings apparent and obtainable at the time of purchase seems most desirable. Hopes for future co-operative dividends are apt to lose their attraction, and, especially among non-English-speaking people, may be misunderstood.

Some of the details regarding physical arrangement and management of a store now in operation seem desirable.

The store occupies a one-story brick building, 48 ft. x 48 ft., centrally located within the factory grounds. The main storage warehouse is separate and occupies about 3,600 sq. ft.

The store is open twenty hours daily to accommodate all shifts of workmen.

Arrangement is made whereby orders may be deposited in boxes at the entrance of the factory. These orders are collected and the parcels made ready for delivery to the man at the end of the shift. Although it is preferred that this plan be followed, they do allow workmen to visit the store during working hours. This is not particularly serious as most of their people are on piecework. They carry quite a complete line of groceries, fruit, produce and meats, such as hams, bacon, and sausages, but do not attempt to carry the more perishable meats.

The store manager makes all purchases and arranges for delivery to the storehouse. All goods are entered on a receiving book upon their delivery. Invoices are sent to the accounting department and checked against the receiving book. After proper approvals they are paid by the company and charged to the supply store account.

Sales slips are written in duplicate; both copies are handed to the customer, who gives them to the cashier; one copy is retained for the accounting department and the other returned, receipted, to the customer, who before receiving this parcel shows it to the clerk. This also acts as a pass for the package at the gate.

Physical stock inventory is taken by a man from the accounting department at the end of each month. This is checked against the

book inventory. A statement showing purchases, sales, profit and loss is made monthly.

A new price list is issued frequently, copies of which are posted on the bulletin boards and distributed to customers.

To determine a selling price is rather difficult. They first arbitrarily determine on a percentage of sales, which was thought would pay expenses. This was added to the buying price of the goods. The percentage was nearly correct, but they found that with the rapidly advancing price of many articles, another difficulty arose. Certain goods were selling at a price markedly below other stores. These goods were sold out almost immediately and—some were resold by their employees. Also the next lot of goods bought made necessary a sharp advance in the selling price. This led to misunderstandings. To eliminate this profiteering and misunderstanding, they decided to advance prices gradually even though the percentage was slightly higher than what had been determined upon. This was offset by other articles on which they were unable to make the necessary percentage. In other words, they placed the burden of the expense on some articles which were rapidly advancing. This method required considerable manipulating, but after some experimenting they were able to accomplish the result desired, successfully. It is now very rare that any considerable profit or loss shows on the monthly report.

It is felt that the venture has been worth while. The fact that the volume of sales has continued to increase is one of the best indications of the success of the store. The average saving to the purchaser is fully 15 per cent. It offers to the man with the large family to support, an opportunity to increase the buying value of the dollar. They have never had in mind that this store would in any way influence the wages paid, but it does certainly add to the wages of the man who patronizes it.

APPENDIX E

THE VISITING NURSE¹

THE CLEVELAND HARDWARE COMPANY, CLEVELAND,
OHIO²

We have had a nurse connected with our institution for nine years and consider her one of the most important units of it. We have always employed the nurse through our Cleveland Visiting Nurse Association, paying them a stated price, in return for which they give us the entire time of one of their nurses, together with their supervision and the advantage of a source of supply in case of the necessity of filling in on account of absence, and also the contact with others in a similar line of endeavor.

Our nurse has always been essentially a visitor, keeping us in touch with the home conditions of our employees. She does not operate under any set ruling. Her visits are made through a report of absentees by shop foremen, by report of sickness through the notification of our employees' benefit association, and also requests of employees. She has a regular dispensary hour, and takes care of minor dressings and the giving of advice at that time. But the majority of this is taken care of by the attendant physician or someone in regular attendance at the factory dispensary. The nurse's time in the dispensary does not cover more than one or two hours. The employee can report sickness in his family direct, or in case he hears of sickness in the family of any fellow-employee.

We enclose copy of report such as made by the nurse. (Report shown on page 503.)

The nurse is free to use her own judgment as to whether it is best for her to carry out a course of instruction, give personal attention, report it to other city agencies, or refer the employee to their home physician or some institution. We try not to have any set ruling; she is simply the agent that carries out the interest of the corporation

¹ See Chapter XXVI.

² *Monthly Bulletin*, American Iron and Steel Institute.

HOME INVESTIGATION

Date *Mar. 5*..... By *Miss Illig*.....
 Name *Sam Unkitch*..... Check No. *1958*.....
 Address *3147 St. Clair*..... Department Operator *No. 1 Plant*
 Nationality *Servian*..... Speak English *Quite well*.... Age *27* Married *No*
 Household *Himself*.....
 Wage-earners *Himself*.....
 Apartments *Pays \$7 a month for room, board at restaurant for*.....
about 75c. a day..... Rent—Board *\$*..... per month
 Home conditions.....

Statement

In United States *18 months*
 Cleveland *17 months*
 Cleveland Hardware *6 months*

Previous occupation, Studebaker Auto Co., Detroit. Quit business because hours were too long. On Feb. 24, man got a piece of steel in his left eye. Expects to return to work to-morrow. This man was a teacher in Servia, driven out at the time of the German invasion. He is studying English and is very anxious to learn the language, as he hopes to get a position as teacher when he learns to speak English more fluently.

in the home and in connection with the living conditions of the employee. It is our endeavor to have the homes of our employees visited within one week after they are employed, and a social call made at least once a year.

THE COLORADO FUEL AND IRON COMPANY. DENVER, COLORADO

About two years ago, visiting nurses were employed in some of the camps at the Colorado Fuel and Iron Company and at the steel works. Some devoted their entire time to social work, others to social and medical work. The object was to ascertain what the nurses could do to make the families more comfortable, and protect and improve their physical condition. It is not an easy matter always to find nurses qualified for these positions, and still more

difficult to make a selection that would meet the specific requirements of the various camps, for conditions are far from uniform. While all of the nurses devoted more or less of their time to general welfare work, each found it necessary often to devote special attention to specific matters. In some places it was thought wise to begin with organization of clubs, mothers' meetings, industrial and school gatherings, boy scouts and camp fire girls' sewing classes, story-telling hours, etc. In other camps more time was devoted to visiting homes, teaching members of the families the importance of proper house-keeping, the value of fresh air, sunlight, ventilation, pure water, proper selection of food, and eliminating the fly.

A very important part taken by the nurse was in the care of the mother at the time of confinement—giving explicit instruction before and after confinement, what, when, and how to do—so as to insure both the mother and the child sure, safe, and rapid recovery.

At the steel works dispensary the nurse aided the doctor in dressing minor injuries and visited homes. Hereafter special nurses will devote full time to the work at the dispensary and the visiting nurse will give her individual attention to district work. At the camp dispensaries the nurses have worked in both the dispensary and the homes.

To go into details of the nurses' duties would require more space than a letter would permit. It may be added, however, that the visiting nurse's duty consists of improving home conditions without the disturbing home relations, of teaching by demonstrations, and, if possible, of introducing newer, better, and easier ways of home-keeping. Medically she teaches that prevention is better than cure, that prophylaxis is the ideal. This she must prove by demonstration or meet with failure. Again and again she must go to the home to ascertain results. All this must be done with greatest tact. Sometimes she must work through an interpreter, for forty-two languages are spoken among the employees of the company. She must overcome prejudices, change the ways of the wise, and improve the methods of the untaught. This must be done without offense, which can be accomplished only by those who love the life and whose heart is in the work. Our nurses, without exception, have proved themselves to be well qualified and efficient. They have been of great benefit in making the homes healthful and the individuals, young and old, healthier and happier.

THE AMERICAN BRASS COMPANY, WATERBURY, CONNECTICUT

The influence of a woman in the hospital is very noticeable upon the man who comes there for attention. We find that in many cases men who cannot speak English, and cannot understand what is being done for them, will co-operate with a woman more readily than with a man, and accept the spirit of her suggestions and work. A woman has a decided influence with the employee's family in securing his return to work after injury and in encouraging proper habits of life. In this connection we might say that it is our practice to secure light work for men who return in a weakened condition or with partial disability, until they are able to resume their previous position. Just at present we have to employ many men who have never submitted to authority or guidance of any kind and who have little or no regard for the common decencies of life, and we find that they must be handled very carefully in order to retain their confidence. It is extremely hard to make them appreciate the workings of the compensation law, and half-time benefits, and in this connection the patience of our nurses has proven valuable to the company.

Following is a report of our head nurse, Miss Grace E. Gilmer:

"The duties of the chief nurse and social worker lie in creating good-will between the employer and the employees, unraveling misunderstandings in regard to what is due the injured by his employer, visiting the homes and finding out existing conditions, and guiding as far as possible in the general welfare of the family, seeing that the family is not in great need while the wage-earner is ill.

"A car provided by the company makes it possible to keep in touch with the ill and wounded. Foot or leg cases, which otherwise would have to be dealt with at home, may be brought to the dispensary or first-aid room for proper care and attention.

"As yet, as the field is quite large among five thousand employees, no immediate care is given to the expectant mother, although many questions are asked by mothers-to-be as to the best way of getting through such a period."

The daily visits always invite questions requiring advice if any member of the family is ill or in trouble. Should the family prove to be in need the company is ready and always willing to help out.

We have not gone very deeply into the housing or food problem,

but when it seems necessary the case of the moment receives attention. When the wage-earner is ill and does not come under the compensation law, every effort is made to see that he and his family are cared for until such a time as the man is ready to return to work.

If a man has been employed by the company for a number of years and has been a faithful workman, and if the time has come when he no longer is able to keep on with his duties, a generous pension is provided.

There have been 12,001 cases of accident, and 40,642 dressings recorded in the welfare department during one year.

WITHERBEE, SHERMAN AND COMPANY, MINEVILLE,
NEW YORK

Our welfare worker's duties may be classified under three heads:

1. Inspecting and visiting employees' homes.
2. Care and instruction of children.
3. Care and instruction of mothers and babies.

Inspecting and visiting homes comprise a careful inspection of each house from cellar to attic, outhouses and yards; a report on their condition is made. Overcrowding is provided against by a comparison of the number of occupants with the number of rooms. The condition of each room and bed is looked into with care. When conditions are found unsuitable or unsanitary, the nurse explains to tenants in what particulars and makes the proper suggestions. In such cases the report card is marked "to be followed up" and if on further visits improvement is not shown, the tenant is made to vacate. Experience has shown that ignorance is largely responsible for bad conditions, and in such cases great pains and patience are exerted before eviction is resorted to. Instruction is given in the matter of proper ventilation, food, and clothing. Garbage cans with tight-fitting lids, and metal privy boxes are furnished and these receptacles are emptied and cleaned as frequently as required.

The care and instruction of children is brought about in part through the formation of a "Little Mothers' League." This at present has seventy-one members, all of whom are showing much interest and doing good work at home. They are taught personal

cleanliness and the care of their baby brothers and sisters. In this way the mother learns much from the "little mother" and has more time for household duties. The nurse reports that it is surprising how much that is of value in the home the children really learn and put into practice.

Thanks to rugged constitutions the women have little illness outside of confinement, and we are counting on our maternity ward to aid greatly in that important particular. It is found that most of the sickness occurs with the children, and in so far as possible the nurse sees to it that suitable food properly prepared is furnished them, that the milk is wholesome, and that patent medicines and alcohol are tabooed.

THE JEFFREY MANUFACTURING COMPANY COLUMBUS, OHIO

Before leaving for her outside calls, the nurse personally oversees redressings, giving advice and instruction in new injuries which must be brought to her attention. The majority of her day is spent in the homes of employees, helping out in the different problems of sickness and distress—giving advice and instruction to expectant mothers; to mothers as to the care of the child after its arrival; diet; the care of older children; advising in cases of eyes, ears, throat, and nose troubles prevalent among children; physical defects, with frequent recommendations to specialists when needed; advice as to sanitation, ventilation, proper clothing, and, in many cases, domestic affairs.

No real bedside nursing is done except in emergency cases or for the observation of symptoms to report to the attending physician. If the nurse finds on her first visit to a medical case that it requires the need of a visiting nurse, she reports it to the Visiting Nurses' Association. These cases are rare, however, and the company nurse calls frequently, often daily, in order that the family may be assured of the company's interest.

APPENDIX F

SUGGESTION SYSTEM OF NATIONAL CASH REGISTER COMPANY¹

Considerations in Establishing a System

After investigating various suggestion systems, the National Cash Register Company offers the following comments (as a guide to those who may be thinking of installing such a system), relative to its own practice, and the practice of other concerns. It outlines in a general way the principles involved in the establishing of a suggestion system and also submits a specific illustration of such plan in operation.

1. Careful attention to certain details in working out the plan of a suggestion system is important. Be sure that your heads of departments are in sympathy with the movement and are co-operating with you. They can accomplish a great deal either for or against the movement by talking with the employees in their departments. They must be taught that their departments will be stronger in proportion to their ability to get the best thought and co-operation from all their employees.

2. Be careful to investigate impartially and thoroughly all suggestions received. Answer them whether adopted or not. If adopted, a short notice of thanks will be all that is necessary. If not adopted, a note should be written, stating why the suggestion could not be adopted and making it clear that you appreciate its having been submitted and would like to receive others.

3. Suggestions should not be passed upon finally by the head of the department from which they come, although, of course, he should be consulted. Some disinterested person should investigate the suggestions. If this can be some official of the company or his direct representative, so much the better. Our president himself gives much attention to the suggestion system and encourages it as only a superior officer can. Be liberal and adopt as many of the ideas

¹ See Chapter XXVI.

as you possibly can, whether of much value or not and thus encourage the employees to offer other material.

4. Prizes or rewards of some kind should be given to several of the employees submitting the most valuable suggestions in a given time, say once each quarter or once every six months. It will be for the company to decide what the total amount of the prizes will be, if paid in cash, and also the amount to be divided. Our suggestion is that instead of having only two or three prizes, the amount should be divided so that a number of people will participate in its distribution. The details of this can be announced by simply posting bulletins in the shop. It would be a good idea to follow this up by calling a meeting and explaining the situation and thus getting the employees to believe that you honestly desire their co-operation. The bulletins could state what the prizes will be, when they will be awarded, who will decide as to what suggestions are best, etc.

5. In addition to the cash prizes mentioned below, we give a "Certificate of Award" and sometimes a bronze medal. This is not an essential part of the plan.

6. Give some public recognition to those whose suggestions are good. When our concern was smaller we held meetings of all employees in some public place that would accommodate them and had a program of music and talks, and publicly awarded the prizes, in this way officially recognizing and honoring the prize-winners. This we cannot do now, because of having so many people, but we have a meeting of the prize-winners, their wives, department and division heads, officials of the company, and a few invited guests at times. Usually this is an evening meeting preceded by dinner; then a program such as is mentioned above is given. Afterward a small paper is distributed to all employees, or a bulletin is posted which gives the names of prize-winners and sometimes their pictures.

7. Provide some convenient way for the employees to write out and submit their suggestions. We use small autographic registers, but this is not necessary. Their advantage is that the employee has a copy of his suggestion for his own use, as the record is made in duplicate, the employees tearing off and retaining the original, the duplicate being wound up in the machine where it is gotten by the company's representative. Small locked boxes with slotted lids scattered throughout the plant, one in each department or a couple in the larger departments, perhaps, with little notices above, reading, "Put your suggestions here," would answer the purpose. If you have

a system of "shop mail," that can be used. It should be someone's duty then to visit these boxes regularly and take out the suggestions that are in them.

8. We consider a complaint just the same as a suggestion, if it leads to an improvement.

Rules for Suggestion Systems

All employees, except pyramid heads, supervisors, department heads, foremen, job foremen, section heads, and sales agents, may compete.

Address suggestions to Suggestion Department, Building 10.

When two or more employees submit similar suggestions, the one from whom the idea was first received will get the credit.

Write clearly.

Describe the idea so that it can be readily understood.

Date and sign all suggestions.

Sketches should be on separate sheets, attached to suggestions.

Any employee who desires further information may obtain same by writing or calling the suggestion department.

The Kind of Suggestions Wanted

1. Suggestions are desired on all subjects pertaining to the business, namely:

- (a) Increasing co-operation.
- (b) Improving the quality of our work.
- (c) Decreasing the cost without decreasing the daily wage or lowering the quality.
- (d) Eliminating unnecessary and duplicating work.
- (e) Better plans for shopwork.
- (f) Increasing the sales of our product.
- (g) Improving blank forms.
- (h) Improving the health of our employees.
- (i) Additional safety precautions to make work less dangerous.
- (j) Using cheaper tools and operations to accomplish the same results.

2. Complaints are also desired. A complaint that leads to an improvement receives the same credit as an adopted suggestion.

How the Suggestions Are Handled

1. Each suggestion is read and classified according to the subject with which it deals.

(a) Acknowledged, entered upon the employee's record card, and copied without signature.

(b) Sent to proper pyramid head for investigation.

2. After investigation, a report is received as to the merits of each suggestion.

(a) If a suggestion is not adopted, reasons are given.

(b) If adopted, the suggestion is put into effect as soon as practicable.

3. In each case the employee is notified whether his suggestion is adopted or not, and if not, why.

4. Sometimes employees ask that a reinvestigation of their ideas be made. We are always glad to do this.

5. Complaints are handled by some member of the suggestion department personally.

Prizes

The employee submitting the best adopted suggestion, or suggestions will receive \$100.

The employee having the next best adopted suggestions will receive \$75.

The employee having the next best adopted suggestions will receive \$50.

The employee having the next best adopted suggestions will receive \$30.

The three employees having the next best adopted suggestions will receive \$25 each.

The six employees having the next best adopted suggestions will receive \$20 each.

The thirty-five employees having the next best adopted suggestions will receive \$10 each.

The eighty employees having the next best adopted suggestions will receive \$5 each.

The total number of prizes to be awarded is 128.

How the Prize List Is Made Up

All the adopted suggestions submitted by an employee are considered together in awarding prizes, so that one might submit a number of minor suggestions and still win a big prize.

There is a committee which awards prizes.

The committee studies the adopted suggestion very carefully, and places a valuation on each one. Then the suggestions are classified and the prizes are awarded accordingly.

Five points considered in awarding the banner:

1. Total prize money
2. Number of prize-winners
3. Number of adopted suggestions
4. Average prize money per adopted suggestions
5. Average prize money for employee in department

Remarks Concerning Operation of Suggestion System

1. Special contests are occasionally held for heads of departments and assistants, but not regularly. They do not compete for the ordinary prizes. We have just closed a special contest of this kind which proved to be very successful.

2. Personnel of the suggestion committee is composed of our factory superintendent, first assistant, assistant sales manager, comptroller, chief engineer, chief inspector, head of the office systems department, and head of the employment department. This committee meets, however, only when deciding on prize-winners, which is semi-annually. The suggestions are handled by the head of the employment department up to the time of calling the committee together.

3. When it is convenient to do so, we consult the heads of departments regarding suggestions which affect the work coming under their supervision. This is not done until after the contest closes. It is intended to make sure that the suggestion is carried out in the way designated by the committee.

4. We award prizes before suggestions are put into effect; that is, we do not hold any suggestion from one contest to another waiting for them to be put into operation.

5. We use various methods to stimulate interest and acquaint new employees with the plan. We distribute bulletins, special bulletins, etc., show slides at our noon-hour entertainments, articles in our *NCR News*, and at the close of the contest publish the names of the prize-winners, giving a banquet to the prize-winners, those having suggestions adopted but not winning a prize, and officers of the company, supervisors, heads of departments, etc. The prize-winners are also given a bronze medal and an appropriate certificate certifying that they are prize-winners.

APPENDIX G

THE ANNUITY AND BENEFIT PLAN OF THE STANDARD OIL COMPANY OF NEW JERSEY¹

PART I—ADMINISTRATION

This plan shall be administered under the direction of the board of directors, by a committee appointed by the board, known as the "Annuities and Benefits Committee."

This committee shall employ a secretary and such other help as may be needed. It shall determine conclusively, for all parties, all questions arising in the administration of this plan, with the exception that all decisions concerning the granting of regular and special annuity allowances shall be subject to the approval of the board.

PART II—ANNUITIES

Section 1. Eligibility. All employees of this company are eligible for retirement on annuity under the following conditions:

(a) **Regular Retirement.** All men who have reached the age of 65 years, and women 55 years, and who have been 20 years or longer in the service shall be retired on a regular allowance, unless, in individual cases, at the request of the employee, some later date be fixed by the board of directors for such retirement.

(b) **Retirement at Request of Employee or at Discretion of Board.** Any man who has reached the age of 55 years, or any woman 50 years, who has been 30 years or longer in the service, or any man who has reached the age of 60 years, who has been 20 years or longer in the service, may be retired on a regular allowance, either at his or her request, with the approval of the board, or, without the request of the employee, at the discretion of the board.

(c) **Retirement at Discretion of Board.** Any employee who has been 10 years or longer in the service and who by physical examina-

¹ See Chapter XXVI.

tion is shown to be permanently totally incapacitated for service, or whose retirement on account of advancing years is, in the judgment of the board, advisable, may, at the discretion of the board, be retired and granted a regular or a special allowance.

Section 2. Amount of Payments.

(a) The payments for regular allowances which the board may authorize under this plan shall be as follows: For each year of active service an allowance of 2 per cent of the average annual pay during the ten years next preceding retirement; but no regular allowance shall be less than \$300 per annum or more than 75 per cent of such average annual pay. A retired employee whose annual pay during the ten years next preceding his retirement has averaged \$1,080, or \$90 per month, and whose period of service under the rules has been 25 years, will receive 50 per cent of \$90, or \$45 per month.

(b) The amount and duration of each special allowance shall be determined by the board.

Section 3. General Annuity Rules.

(a) Annuities are to be paid monthly by check to the order of the annuitant, mailed to his or her address.

(b) Annuities terminate at the death of the employee, but the Board may, at its discretion, in the case of annuitants not entitled to death benefits, continue the annuity to needy dependents for a period not to exceed one year, payment or payments to be made in such manner as the board may direct.

(c) No one retired under this plan shall be barred from engaging in any business not prejudicial to the interests of this company, but he cannot re-enter the service. (Note: In Part IV, Section 12, employees are given a definite guarantee by the company that regular annuities once granted in accordance with this plan, will be continued for the life of the annuitant.)

PART III—DEATH BENEFITS

Section 1. Death from Sickness (including accidental injury not incurred in actual performance of duties of employee's occupation).

(a) Eligibility. All employees of one year's service, including future annuitants, shall, without any contribution on their part, be eligible to death benefits, in accordance with the following plan.

(b) Amount of Benefits. The death benefits payable under this

section of the plan, to the beneficiaries and subject to the conditions provided in subsequent paragraphs of this section, shall be in accordance with the following table, with a minimum of \$500 and a maximum of \$2,000:

- (1) For 1 year's service, 3 months' full pay.
- (2) For 2 years' service, 5 months' full pay.
- (3) For 3 years' service, 7 months' full pay.
- (4) For 4 years' service, 9 months' full pay.
- (5) For 5 years' service and over, 12 months' full pay.

(c) Beneficiary. The death benefits, in case of an employee's death by sickness, shall be payable (subject to Section 6 of Part III) to beneficiaries in the following order of preference:

- (1) The employee's:

Widow or widower.

Children in equal shares. Payment to be made to surviving parents and adult children as trustees for the equal benefit of the employee's children. Should any child have died before the employee, his or her share shall be payable in equal parts to such child's children then living.

Parents or the survivor of them.

Other blood relation dependent upon the employee to the extent of at least 20 per cent of his or her wages.

- (2) In cases where no person included in the first four classes above is dependent upon the employee to the extent of at least 20 per cent of his or her wages, the employee may, with the written consent of the company, designate a beneficiary outside of the above four classes, in which event the amount of insurance shall be \$500.

Section 2. Death from Accident (incurred while on duty). For employee without regard to length of service whose death is caused by accidental injury incurred while the employee was engaged in the actual performance of the duties of his occupation.

(a) If any state compensation law applies, payment will be made in accordance with the provisions and conditions of such law.

(b) If no compensation law applies, payment will be made in accordance with the provisions and conditions of the elective compensation section of the Workmen's Compensation Law of New Jersey.

Section 3. If an employee dies during disability from accident or sickness, the death benefit which may be payable shall not be subject to deduction of previous payments of disability benefits.

Section 4. Death benefits shall not be payable in the case of any person who dies after he has ceased to be an employee of the company, unless such person suffered disability by reason of accident or sickness while an employee and such disability continued until death, to such a degree as to prevent engagement in any gainful occupation. In such cases death benefits shall be payable, provided the company has been furnished, from time to time, such proof of continued disability as it may require, and provided the company has been permitted to make or have made by a physician such examination of the disabled person as it may deem necessary in order to ascertain his condition.

Section 5. For the purpose of determining the amount of death benefits payable under this plan, one month's full pay shall be, in the case of a wage-earner, one-twelfth ($1/12$) of his earnings, not including overtime, when working full time for a year, at the rate of pay at the date this plan is issued, or as soon thereafter as he completes one year's service; in the case of a piece-worker, one month's full pay shall be based on his actual earnings, not including overtime, for the last twenty-six (26) days he worked full time prior to the date of this plan or prior to his completing a year's service. Adjustments shall be made on January 1st of each succeeding year to conform to length of service and to any changes of rate of pay.

Section 6. Payment of Death Benefits. Upon receipt of satisfactory proof of the death of an employee eligible to death benefits, preliminary payment not exceeding \$150 will be made to cover funeral expenses; the remaining amount due will be paid to the beneficiaries in 12 equal monthly instalments, unless at the discretion of the company it may appear desirable to make payment in one lump sum, or in such number of instalments as may be better fitted to the needs of the beneficiary. These payments will be at intervals of not less than one month, and covering a period not to exceed one year. Death benefits payable under this plan shall either be payable by the company direct to the beneficiary or, if the board elects, through a policy of insurance placed with a regularly organized insurance company, in which case an individual certificate shall be given the employee showing amount of insurance payable to the designated beneficiary.

PART IV—ACCIDENT DISABILITY BENEFITS

For accidents incurred by employee while engaged in the actual performance of the duties of his occupation, disability benefits will be paid in accordance with the provisions of the State Workmen's Compensation Law applicable to the case. In case such injured employee does not come within the provisions of the Workmen's Compensation Law of any state, disability benefits will be paid in accordance with the provisions and subject to the conditions of the Workmen's Compensation Law of New Jersey.

PART V—SICKNESS DISABILITY BENEFITS

Section I. For disability of more than 7 consecutive days resulting from sickness (including accidental injury not incurred in actual performance of duties of employee's occupation), for all employees of one year's service (at least thirteen weeks of which shall be continuous service immediately preceding the disability), benefits of one-half wages, in monthly or biweekly instalments, will be paid as follows:

- (a) For employee whose term of service has been one year but less than two years . . . not exceeding 6 weeks.
- (b) For employee whose term of service has been two years but less than three years . . . not exceeding 11 weeks.
- (c) For employee whose term of service has been three years but less than four years . . . not exceeding 16 weeks.
- (d) For employee whose term of service has been four years but less than five years . . . not exceeding 21 weeks.
- (e) For employee whose term of service has been five years but less than six years . . . not exceeding 26 weeks.
- (f) For employee whose term of service has been six years but less than seven years . . . not exceeding 31 weeks.
- (g) For employee whose term of service has been seven years but less than eight years . . . not exceeding 36 weeks.
- (h) For employee whose term of service has been eight years but less than nine years . . . not exceeding 41 weeks.
- (i) For employee whose term of service has been nine years but less than ten years . . . not exceeding 46 weeks.
- (j) For employee whose term of service has been ten years and over . . . not exceeding 52 weeks.

In case total and permanent disability results, benefits for employees in class (j) will be continued for an additional 26 weeks.

Section 2. Relapse. If an employee has received or qualified for sickness disability benefits for any period and is again absent on account of a relapse within two weeks after the termination of such period, benefits may, in case of such relapse, be paid for disability of less than seven days.

Section 3. As to Limit of Amount of Sickness Disability. Successive periods of sickness disability in respect of which benefits are payable shall be added together in determining whether an employee has received the maximum amount to which he is entitled under Section 1, until a period of thirteen weeks of continuous performance of duty shall have intervened, after which a new reckoning shall be begun.

Section 4. For the purposes of determining the amount of sickness benefits payable under this plan, one week's wages shall be, in the case of a wage-earner or salaried employee, one fifty-second ($1/52$) of his earnings (not including overtime) when working full time for a year, at the rate of pay at the time the disability began, and in the case of a piece-worker, six (6) times his average daily actual earnings (not including overtime), for the last twenty-six (26) days he worked full time prior to the time disability began.

Section 5. In case of disability directly or indirectly due to intoxication or to the use of alcoholic liquors as a beverage or to the use of stimulants, drugs, or narcotics or to unlawful acts or immoralities or to fighting, unless in self-defense against unprovoked assaults, or to other encounter, such as wrestling, or scuffling, or to injury received in any brawl or in any liquor saloon, gambling den, or other disreputable resort, or to the wilful intent of the employee to injure himself or another, or to venereal disease, no right to sickness benefits under these regulations shall exist.

PART VI—GENERAL RULES

Section 1. The rights to benefits under this plan will continue only during the period that employee is in the service of the company except otherwise herein stated. Employees retired on annuity after the adoption of this plan, but not those previously retired, will be considered as "in the service" for the purpose of the death benefits.

All employees heretofore or hereafter retired by annuity will not be entitled to sickness or accident benefits.

Section 2. Length of Service. In reckoning the term of service of an employee, credit will be given for the time in full active service.

- (a) With the Standard Oil Company (New Jersey).
- (b) With any company which is or has been owned or controlled by the Standard Oil Company (New Jersey) both prior to and during the period of such ownership or control.
- (c) Also with any predecessor of any such owned or controlled company, provided employee was on its pay-roll at the time of the transfer of control.

Periods of more than 30 days when employee has been off the pay-roll, shall be deducted in computing the length of active service.

Section 3. Proof of age, when required, shall be either by copy of birth certificate, or by affidavit, stating time and place of birth, and the company's records concerning an employee's length of service and his or her average earnings, in salary or wages, shall be conclusive for the purpose of this plan.

Section 4. Notice of Disability. Every employee who shall be absent from duty on account of sickness or injury must at once notify his immediate superior, and the employee shall not be entitled to benefits for time previous to such notice unless delay shall be shown to have been unavoidable. All claims for disability benefits, to be valid, must be made within two weeks from the date of accident, or from the first day of absence on account of sickness, unless satisfactory reason for delay is furnished.

Section 5. Leave of Absence. Employees absent from duties for more than one day for other cause than sickness or accident, without leave of absence or temporary layoff, may forfeit their rights to either disability or death benefits. Employees on regular leave of absence or temporarily laid off for not more than 30 days, and not engaging in a gainful occupation elsewhere, shall be eligible for sickness benefits the same as if in active service. Such leave of absence or temporary layoff may be extended to 90 days and not affect employee's eligibility for death benefits.

Section 6. Evidence of Disability. To entitle employee to sickness benefits, satisfactory evidence of physical disability to work, by reason of sickness, must be furnished. The decision as to when employees are disabled and when they are able to work shall rest

with a doctor employed by, or approved by the company. Evidence as to disability entitling employee to accident benefits shall be in conformity with the state compensation law, if any, applicable to the case; otherwise in conformity with the elective compensation section of the Workmen's Compensation Law of New Jersey.

Section 7. A disabled employee shall not be entitled to benefits if he declines to permit the company doctor, from time to time, to make such examinations as may be necessary in order to ascertain the employee's condition, or if he fails to give proper information respecting his condition; or if he prevents the necessary examination by absenting himself from home without arranging with the company doctor, or if he fails to comply with notice to meet the doctor at his office or elsewhere when his condition or location permits of his doing so.

Section 8. Disabled employees must take proper care of themselves, and, when needed, have medical attention, at their own expense, by a legally qualified physician. Benefits will be discontinued to employees who refuse or neglect to follow the recommendations of the company doctor.

Section 9. Employees shall not be entitled to receive disability benefits for time for which any wages are paid them by the company.

Section 10. Limit of Amount of Disability Benefits. If an employee who has received sickness disability benefits shall subsequently become disabled by reason of accidental injury arising out of and in the course of employment by the company, or if an employee who has received accident disability benefits shall subsequently become disabled by reason of sickness, the period during which benefits are payable on account of such subsequent disability shall not be affected by the preceding period of disability. Benefits shall not be payable for both accident and sickness at the same time to the same person.

Section 11. Annuities and benefits payable under this plan shall be non-assignable and an attempted transfer or pledge of the same will not be recognized by the board and may, at its discretion, work a forfeiture thereof. They shall not, under any circumstances, be or become an asset of a decedent's estate.

Section 12. The annuities and benefits granted employees in accordance with this plan have no relation whatever to the determination of the amount of wages or salaries to be paid by this company, but are granted as a voluntary reward for and in appreciation of faithful and efficient service, and as an incentive to further service,

applicable to all employees, including officials, on equal terms. This plan shall not be construed, however, as giving any employee the right to be retained in the service of the company, or any right or claim to an annuity or allowance after discharge from the service of the company, unless the right to such annuity or benefit has accrued prior to such discharge.

The company reserves the right, at any time, at its discretion, to withdraw or modify this plan either as to annuities or benefits; the company guarantees, however, that when a sickness disability has accrued to any employee, sickness benefits will be paid to such employee in accordance with the provisions, and subject to the conditions, of this plan as it is in effect at the time such disability occurs. As to death benefits, the company guarantees that they will be paid in accordance with the plan as it is in effect at the date of employee's death. As to annuities, the company guarantees that when once an annuity has accrued and been granted as a regular allowance, it will be continued for the life of the annuitant, subject, however, to the provisions of this plan, as it is in effect at the time such annuity is granted.

To assure, as far as practicable, the permanence of this annuity plan, the company has set aside a fund estimated as sufficient to cover its liability on account of the present annuity roll. To this fund it is proposed to add such annual appropriations as may be necessary to maintain the fund in the proper ratio to the total annuities then in force. Should these appropriations prove by experience to be in excess of an amount that in the opinion of the board is justifiable, the board reserves the right to reduce the rate of all annuities to be granted to employees retired thereafter.

APPENDIX H

THE EDUCATIONAL DEPARTMENT OF THE NATIONAL CITY BANK¹

Function

The function of the educational department is:

1. To plan and conduct for the employees educational courses especially adapted to their needs.
2. To give information to the employees about desirable lectures and courses offered in Greater New York, and to advise them in their selections.
3. To bring to the attention of the employees timely articles and reference works bearing on their various interests.

Description

Place in the Organization. The work of the educational department is directly under the supervision of the comptroller and the education committee. It is closely connected with the welfare of every member of the bank's large family. The educational director is in close touch with the students, learns their needs, plans and organizes the classes, and makes recommendations to the committee on all matters pertaining to educational work.

Relation to the City Bank Club. Having grown from the desire of a few, several years ago, for such education as would fit them to be better bankers, the educational work has now become the most important function of the City Bank Club, and holds a unique position in the educational world. The bank lays the strongest emphasis upon the value of education, both in its economic and cultural aspects. In the club's constitution the first object enumerated is: "The advancement of its members along educational lines."

Classes. At the present time the students are offered courses ranging from elementary classes (for the boys) to advanced courses

¹ See Chapter XXVII.

in banking, credit, foreign exchange, and modern languages. The subjects offered are grouped under the following headings:

1. Training classes: page, messenger, and advanced stenography, for increasing technical efficiency.
2. Preparatory courses: to stimulate the interest of the younger employees in educational development.
3. Professional courses: Bank organization, credit, etc., for developing bankers.
4. General educational courses: round-table discussions of current problems, lectures, etc., to broaden the outlook.

Records and Statistics. The department keeps records of all class attendance and scholarship and permanent educational records which reflect the progress of the students, compiles all necessary statistics, and prepares all educational reports. Midterm and final examinations are given under its direction.

Training Classes. Training classes are maintained for pages, messengers, and new employees who are to do special work in the various departments. Boys who enter the employ of the National City Bank receive training before entering upon their duties. This training is given in the educational department under the close personal supervision of expert instructors. When the pages report for their training they are given printed instructions outlining the work to be covered. These boys receive actual practice in answering the telephone, in receiving visitors, in carrying messages to officers and various departments of the bank, in fact, their training includes all the specific duties which may later be required of them. Messengers are similarly trained for the work which they are to perform.

Educational Library. The text-books used in classes are furnished to the students through the educational library, which is managed by a librarian who maintains catalogues and card records and makes suggestions as to proper reading courses. The library also contains many books of fiction and reference, which may be borrowed for the usual period of two weeks. It is also the distributing center for the many descriptive pamphlets of the work of the departments of the bank. These pamphlets in themselves compose a fund of information of great value.

College Class. The educational department has charge of the training of college men under a plan by which the universities of the country co-operate with the bank's branches. The training given

to them consists of a well-planned course of studies, and actual banking practice gained by rotation through the more important departments of the bank.

Outside Courses. Students complying with certain requirements are recommended for enrolment in approved outside courses at the partial expense of the club. The educational department co-operates with the best educational institutions of Greater New York and receives from them descriptive literature of the courses which they offer. Thus the employees in consultation with this department are enabled to make a wise selection of outside courses.

Correspondence Course. Another feature of the educational work is its correspondence course in foreign exchange, prepared by E. E. Agger, assistant to the president. This book is widely used by the bank's correspondents, as well as by the bank's own classes in foreign exchange.

Revision of Books. Such revision of books and manuals as is necessary from time to time is done by the department. Under its direction also are prepared the various lectures and addresses delivered before the classes and the text-books which the bank itself compiles, some of the most recent ones being:

"Description of the Work of The National City Bank"

"The Pages' Manual"

"The Messengers' Manual"

"Spanish Taught in Spanish"

"Commercial Spanish"

"A Spanish Vocabulary"

EDUCATIONAL PROGRAM OF THE CITY BANK CLUB FOR THE PRESENT YEAR

City Bank Club Plan for Refund on Fees for Outside Courses

The club's education plan contemplates a broad use of courses in outside institutions. To assist club members desiring to take such courses, the City Bank Club will refund 50 per cent of the tuition fee to students who have been approved by the educational committee. Students applying for refunds under this plan must make application to the committee in advance of enrolment. Ordinarily, such applicants must have been in the service for at least one year. Before approving applicants, the committee will take into consideration their previous educational record and their record in the bank. It will

also be guided by the recommendations of the personnel department and of division heads.

Students approved for outside courses must submit to the educational department on January 1, April 1, July 1, and October 1, complete reports showing their progress in their courses. The City Bank Club will refund each year an amount equivalent to 50 per cent of the tuition fee, this refund to be paid when the year's work is successfully completed. If the course does not extend throughout the year the refund will be paid when the course is successfully completed.

Program of Inside Courses

An intensive, but well-balanced program of classes to be conducted by the educational department, supplemented by a broadened use of established outside courses, should make the educational activities of the City Bank Club of great practical value. All classes will be held in the morning—before nine o'clock. Arrangements will be made to enable those in departments beginning work at eight o'clock to enjoy educational advantages. As planned, the complete program for the year groups itself as follows:

1. **Elementary Courses.** These courses are for the junior at the bank and are offered in accordance with the state law governing continuation schools. This law makes it compulsory for the junior between fourteen and eighteen years to attend at least four hours of instruction per week. The courses offered to juniors include such training classes as the page class and the messenger service, as well as classes in office practice, English, elementary banking, and arithmetic.

2. **Professional Courses.** These courses are planned specifically to meet the needs of those in the club organization and include such classes as credit, foreign exchange, banking, and the languages.

3. **General Educational Courses.** Under this head are included courses of general educational value, such as those of the Alexander Hamilton Institute and the courses offered by the different universities. Professional courses, such as Accountancy, are also included under this head.

The underlying thought back of this classification is to offer in the club proper and under club instructors those courses that can best be taught in this way. All general courses that can be taught by established outside institutions have been eliminated from

the club's own program. The plan will be to encourage employees who are eligible for such courses to take them outside, the City Bank Club paying half the cost of such courses for employees who are approved and eligible. The previous educational record of the applicant, the character of his work, his record in the department, and the recommendation of the director of personnel and his division head will be factors in determining eligibility for classes. The policy of the educational committee will be to maintain strict standards of eligibility for admission to classes.

It will be necessary for those desiring to enroll to make application in advance of the date set. A form suitable for such application may be obtained from the educational department.

Applications for enrolment to a class presumes regular attendance. In the event that any student fails to attend two consecutive sessions of a class without suitable excuse, he will be denied the privilege of further attendance at the class. Responsibility for attendance at classes will rest wholly upon the student.

Elementary Courses

Page Class. This class is held continuously in the educational department for the training of the pages. Every page is required to take this class before being definitely assigned to a position in the bank. The training consists of a study of the pages' manual which contains all the information about the work which a page should know. After a thorough study of the manual and special instructions, the page is required to learn the exact location of the various officers and departments. He is taught the use of the telephone directory and how to answer the telephone; is taught to use the tubes; is made generally familiar with the bank statement; and is instructed in the subway system of Manhattan, including the shortest routes from the bank to Times Square, Grand Central Station, Pennsylvania Station, and Jersey City. He is instructed in this information so that he will be able to direct customers or visitors at the bank who may make inquiry of him.

Messenger Class. This class is held continuously in the educational department for the training of the messengers. The messengers receive this preliminary training before being definitely assigned to the messenger department. This training includes the work as outlined in the messengers' manual covering such subjects as follows: business etiquette, the work of the departments to which

they will later be assigned, the numbers of the clearing-house banks, the filling out of documents which messengers are required to handle, and other subjects of practical value. After a messenger has spent about two weeks in his department, he returns to the educational department for a final oral examination on the work covered in the messengers' manual.

Arithmetic I. This class is conducted for the pages by the educational department, each page being required to report for study for fifteen minutes daily at a time that meets with the approval of his department head. The work consists of a series of fifty exercises, arranged in order of difficulty and involving the four fundamental operations: addition, subtraction, multiplication, and division. Each exercise is so arranged that a person reasonably adept in handling figures can complete it in four minutes or less, and the student continues to work on each exercise until he is able to complete in four minutes, all of the problems without a single error. He may then pass on to the next exercise which is slightly more difficult. According to this arrangement, each boy's progress depends on his own ability and ambition.

Penmanship and Figures. This course is conducted in the educational department daily during bank hours at the time assigned for the work in arithmetic. The work covers a series of elementary drills and exercises in penmanship designed to develop legibility in writing and the making of figures.

English I. Monday and Tuesday mornings at 8:15 for all employees under seventeen years of age. The course will be largely an oral English course. Discussion of current events and items of especial interest to the boys will be encouraged. Elements of English grammar, letter-writing, spelling, and a clear enunciation will be especially emphasized.

Office Practice I. Thursday and Friday mornings at 8:15 for all employees under seventeen years of age. The course will be devoted to discussion of departmental duties, the lives of prominent business men will be studied and talks will be given along inspirational lines. The duties and obligations of citizenship will be given a place in this course.

English II. Monday and Tuesday mornings at 8:15 for employees who have passed English I and for new employees seventeen and eighteen years of age. To foster correct habits of speech will be the leading aim of this course. Criticism of speech forms heard in

conversation and observed in correspondence will be discussed, with frequent opportunity for writing practice.

Office Practice II. Thursday and Friday mornings at 8:15 for those who have passed Office Practice I and for others over seventeen years of age. This course will cover what might be termed "business essentials." The elements of Lanking, economics, and the important industries will be discussed. "The Work of Number Eight," a text-book recently prepared by the educational department and which explains the operation of all the departments, will be studied.

Spanish Jr. Wednesday and Saturday, at 8:15 A.M. for employees under nineteen years of age who have completed one year of bank classwork and for others who are considered eligible by the educational committee. The course will be devoted primarily to giving a thorough foundation in the Spanish language. "Spanish Taught in Spanish," the text-book prepared by Carlos McHale of the educational department, will be used as a text for this class.

Elementary Banking. Tuesday morning at 8:15 for employees over eighteen years of age who are not thoroughly grounded in the elementary principles of banking. The various functions of national banks will be outlined and these will be discussed in the light of the numerous transactions that pass through the bank daily. The relation between national banks and other banking institutions, as well as the federal reserve system, will be discussed.

Professional Courses

Banking, Business, and Finance. Tuesday evening at 5. All officers and department heads are eligible to enter this class. A committee of members will have charge of the conduct of the class, under the supervision of Samuel McRoberts, Executive Manager, and will plan the lectures according to the interests of those enrolled. This course might well be termed a course in problems of current interest. As has been the policy in the past, the various lectures of this course will be given by the most prominent business and professional men of the country. Each speaker will devote part of his session to the discussion of questions submitted by the class.

Credit. Wednesday morning at 8:15. Admission is confined to those approved by the committee. This course will deal with the theoretical and practical sides of credit. A study will be made of the considerations involved in determining lines of credit, practically

illustrated by financial statements of individuals, firms, and corporations in different lines of business.

Foreign Exchange I. Thursday morning at 8:15. The course is designed particularly to be of assistance to those handling foreign business of the bank. The text in this course will be Escher's "Elements of Foreign Exchange." The class will study the origin of foreign exchange, the instruments used, and the general principles involved in foreign exchange transactions. This will be followed by a discussion and review of the daily work of every department of the foreign division.

Foreign Exchange II. Friday morning at 8:15. Enrolment in this course will be confined to those who have completed Foreign Exchange I or its equivalent. This course will be devoted to a study of advanced foreign exchange problems. The text used will be the Correspondence Course in Foreign Exchange and International Banking, arranged by the National City Bank of New York, for distribution among the officials of correspondent banks. Students will be expected to prepare and hand in to the instructor answers to the questions appearing in these booklets. The course will be supplemented by special lectures given by officers of the bank and other business executives, reflecting the foreign exchange conditions.

Spanish I. Monday and Thursday mornings at 8:15 for those who have completed Spanish Jr. or who are approved by the educational committee. Thorough study of the thirty lessons contained in the elementary book, "Spanish Taught in Spanish," specially prepared by the instructor for the bank's classes. The instructor uses in his lessons the easiest and most practical methods for teaching a language. Practice in conversation, reading, and dictation.

Spanish II. Tuesday and Friday mornings at 8:15 for employees who have passed Spanish I and for others who have studied Spanish in school and have been admitted by the educational committee. The fifty lessons contained in the first part of the text-book, "Commercial Spanish," will be carefully studied. The instructor gives practice in conversation, reading, and dictation.

Spanish III. Wednesday and Saturday mornings at 8:15 for employees who have passed Spanish II and for others who have studied Spanish and have been admitted by the educational committee. The second part of the book "Commercial Spanish," which deals with commercial documents and mercantile correspondence, is studied. The student at the same time as he studies Spanish acquires

information that every bank employee should possess. Practice in conversation, reading, and dictation.

French I. Monday and Thursday at 8:15 for employees over twenty years of age who are approved by the educational committee. Each lesson will include conversation, reading, and verb practice, in order to train the ear and the tongue of the pupil, to make him think in French, and to give him the power to form sentences such as are used in every-day conversation.

French II. Tuesday and Friday mornings at 8:15 for employees who have passed French I, and for others who have studied French and have been admitted by the educational committee. This class will include pupils who have already studied French for one year. The lessons will include irregular verbs and the French idioms that play an important part in daily conversation. Practice will also be given in reading, answering questions, and writing from dictation various business and social letters.

French III. Wednesday and Saturday mornings at 8:15 for employees who have passed French II and for others who have acquired a speaking knowledge of French and have been admitted by the educational committee. This class will deal strictly with business French and will strive by conversation on topics of the day, the study of business forms and expressions, and dictation of business letters, to give the pupil a practical working knowledge of modern French as used in commerce. Reading and idiom practice will be continued, special attention being given to the more difficult idioms and expressions which are of common use in connection with commercial transactions.

SURVEY OF COURSES OFFERED FOR BANK PEOPLE BY OUTSIDE INSTITUTIONS

The subjects taught are divided into three groups: preparatory, standard, and special. All classes are under the direct supervision of Columbia University and are open to both men and women.

The standard course offers a well-balanced series of studies covering three years. The entrance requirements for this course are a full high school education or its equivalent, and at least two years' banking experience, or such other qualification as will satisfy the committee that the applicant can pursue the course with advantage.

The following is a condensed schedule of subjects given in the standard course:

First year: Principles of Economics, Bank Organization and Administration. Second year: Law of Contracts and Negotiable Instruments, Money and Banking. Third year: Law of Business Relations, Corporation Finance and Investments. One other subject to be selected by the student from a list of special subjects which will be offered.

The school year covers thirty weeks, and regular students are required to attend two evenings each week. On successful completion of the standard course, students are awarded the institute certificate.

Students who are not qualified for entrance to the standard course are required to take certain preparatory subjects, on satisfactory completion of which they are admitted to the standard course. Especial attention will be given this year to these preparatory students. An individual program will be mapped out for each one with the view of preparing him for the standard course in as short a time as possible. The subjects will include:

- Elementary Banking Practice
- Bank Arithmetic
- Economic and Financial History of the United States
- Elementary Commercial Geography
- Bank Bookkeeping
- English Readings and Composition
- Business English

Students will be expected to attend two evenings per week and from one to two hours per evening. Special schedules will be arranged for those who cannot attend two evenings each week.

The special subjects which will be offered this year include:

- Credits
- Accounting
- Exporting
- Importing
- International Exchange
- Income Tax Procedure
- Publicity and New Business
- Public Speaking
- Reserves and Rediscounts

Special Problems in Foreign Trade
Trust Company Functions
French
Spanish
Geography of the Eastern Hemisphere
Geography of Latin America

The school year begins October 4. Examinations are given at the end of the first semester in February and at the close of the school year in May.

Fees

The liberal financial assistance which is given to New York chapter by the banks of this city makes it possible for them to offer these courses to bank employees at considerably below cost. The course fees range from \$7 to \$24 for a one-semester course and from \$10 to \$35 for an entire year's work, including chapter dues in all courses and text-books in all standard and preparatory courses. A complete schedule of subjects, showing the evenings on which they are given and the course fees, will be printed in the annual announcement, which will be ready for distribution about September 1.

Special Meetings

A special trust company forum is held every two weeks at which various topics of interest to trust company employees are discussed. The general forum meets once in two weeks, alternating with the trust company forum. Various banking topics are discussed at these meetings, some prominent authority on the particular subject to be taken up being invited to speak at each meeting. All bank officers and senior clerks are invited to attend and take part in these discussions. The chapter-rooms are open from 9 A.M. to 10 P.M. each day except Saturday or holidays, from October 1 to June 1, and the chapter library is open to all members. Books are loaned for two weeks at a time and may be kept longer by special arrangement with the secretary.

Additional Outside Courses

There are available additional outside courses as follows:

Pace Institute courses include Accountancy, Law, Public Speaking, and Business English.

Alexander Hamilton Institute offers opportunity for home study in basic business principles.

Foreign Trade and Business English feature home study courses of Business Training Corporation.

Seventeen high schools offer courses for Juniors.

Columbia has special program of evening classes for business people.

New York University School of Commerce offers wide range of business subjects.

City College gives its evening work at four different points in New York.

The Hunter College admits women to special evening classes.

New School for Social Research has comprehensive program of study for mature students.

Y. M. C. A. and Y. W. C. A. give business and athletic training.

APPENDIX I

TRAINING AT THE R. H. MACY DEPARTMENT STORE¹

A description of the instruction given and the philosophy which is back of the training. This store has found that education is necessary to the success of its business. Ultimately the management of every department store will reach the same decision. The information here given will prove helpful.

Introduction

Department store training is many-angled. It may be compared in its complexity to the numerous branches of specialized training necessary for the adequate preparation of the inhabitants of a city, progressive in its industrial, commercial, and financial activities. To such a city one may without reserve compare a department store of the type of R. H. Macy and Company with its extensive and modernized telephone and alarm system; electric light and power plant; water and sprinkler systems; corps of skilful painters, carpenters, and mechanics; efficient body of detectives and store police; delivery system; post-offices for both interior and public mail service; banking department; advertising department; telegraph and express office; railroad and theater ticket office; training department; library; clubs; reception room and restrooms, hospital, dental parlor, chiropody parlor; public restaurant and employees' lunchrooms; with its selling departments numbering over one hundred where nearly every commodity purchasable in a city may be obtained; and with its departments manufacturing from the most stylish hats to the highest grade mattresses, from the most delicate perfumes to the purest and tastiest candy. In fact, the transportation, selling, public service, and manufacturing facilities of such an organization can be found only in the most up-to-date cities.

¹ See Chapter XXVII.

Training in such an institution has a scope which rivals that of the public and business schools. Public and business school training is always general. Institutional training is highly specialized. Specialized training increases in complexity in proportion to the complexity of the business in which it is introduced. What business is more comprehensive and complex than the department store business?

Instruction in System

1. Now that our advertisements for help carry the caption "Experience not necessary," we are getting many sales clerks who are entirely new to department store work. For this reason we are leaving their first day in the store free from any formal instruction. This day is to be devoted to getting acquainted in the department, not only with stock, but with their fellow-workers. We now have a reception committee, who take care of new employees and introduce them properly throughout their departments.

2. On the second, third, and fourth days of employment all new sales clerks will receive regular instruction in how to make out sales checks and how to take care of other matters of routine system in the department of training. The hours for instruction are 11 A.M. on the second day, 9 A.M. on the third day, and 10 A.M. and 4:30 P.M. on the fourth day.

3. For two weeks the department of training follows up the sales checks of all new sales clerks, and during this time anyone who is in doubt about his or her work should apply to the training department for information.

Continuation School

Across 34th Street, located in the Riker-Hegeman building, is the attractive classroom where our continuation school meets five mornings of the week, from 8:45 to 10:45. To this school are sent twenty-eight of our younger employees in order that they may brush up on the fundamental subjects so useful in every-day business life, such as arithmetic, spelling, reading, writing, local geography, and personal hygiene.

Each class has three months' training under one of the best teachers available from the board of education. At the end of this term certificates are awarded by a representative of the board of

education. A sure future is then opened up for the graduates of this school, and under the guidance of the department of training their progress is closely watched.

Sales Clerks' Conferences

Not everyone can attend the various regular courses given by the department; therefore, we have an arrangement by which those sales clerks who have been with the firm not less than one month and not more than three months are to be allowed to attend a series of conferences on salesmanship, which will be held at 10:30 A.M., three days a week. Each one of these groups of thirty will hold three conferences and it is hoped in this manner that all of our new sales clerks may quickly become acquainted with our policies and principles.

Junior Training Class

The junior training class is the means whereby our younger employees may pass into the larger field of opportunity of selling. Those who are selected to be raised to the rank of junior sales clerks are fortunate in having this chance to approach their new work fully equipped and fully trained.

A good sales clerk should be thoroughly familiar with the whole organization of the store in which she sells. Therefore, it is arranged that junior sales clerks shall spend their mornings in the receiving department marking the merchandise which they are learning how to sell so well. After lunch they obtain their practical experience by selling in some designated department, and from 4:30 to 5:30 comes their classroom instruction. In that last hour all the experiences of the day are explained and clarified and gradually the framework of a substantial, fundamental training in selling is built up. The points covered in this course are:

1. Salesmanship and system
2. Store organization
3. Store directory
4. Demonstration sales

From the ranks of these sales clerks desirable openings in many departments are filled. The department managers are anxious to obtain members of our junior selling force, and applications for our graduates are more than we can fill.

Senior Training Classes

Textile Class. The study of textiles is a fascinating one and many of our sales clerks can testify to this, as they are graduates of this class. We have prepared a most comprehensive outline and teach the following subjects in separate groups:

1. Cotton materials
2. Silk materials
3. Woolen materials

Those sales clerks who have specialized in any one of these courses know the value of being perfectly well grounded in the material they are selling. A sales clerk who knows her merchandise thoroughly has the advantage over her customer and can approach the consummation of each sale with ease.

Non-Textile Class. A similar course to the one in textiles is that in non-textiles. The course offers the following subjects:

1. Leather goods
2. Glassware, pottery, etc.

Very few stores throughout the country have gone into the study of non-textiles, and our sales clerks are unusually fortunate in having this opportunity to become specialists in their own line of merchandise.

Demonstration sales are held in the departments during both the textile and non-textile courses and many most valuable lessons are learned in this way. Criticism of the sale is offered to the class and it is surprising how many points of interest arise in any one sale.

Those who have taken these courses and have begun to find out what a lot there is to learn about the merchandise which is carried in a department store will be interested to know that there is a technical library in the classroom for their further guidance. An excellent list of books on all textile and non-textile subjects has been compiled for reference work, and assistance will be gladly given in selecting the proper reading matter for any who wish to use this library.

A seminar class is held every Monday evening at 7:30 for buyers interested in the study of design and color. This course offers much that is of interest and is sure to develop.

It is the desire of the department of training that any employee who finds herself in need of special instruction, either in store system, salesmanship, or any other branch of store work, shall be perfectly

free to consult with any of the staff. A little individual instruction may sometimes smooth out a seeming difficulty, and this service is always available to any employee or department manager who wishes to use it.

Preparatory School

The primary school of R. H. Macy and Company is its continuation school where a rather fundamental knowledge of arithmetic, spelling, reading, local geography, and hygiene is given. These subjects are presented in a manner which shows their applicability to business.

This school is located one-half block from the store. Here students of both sexes from fifteen to twenty years of age spend two hours each morning, from nine to eleven o'clock, except on Mondays. The duration of the course is three and one-half months, giving each student about one hundred and fifty hours of instruction. The time allowed for study, namely, two hours each morning, is not charged against the students' salaries. In other words, training at R. H. Macy and Company is on store time and at store expense.

This course includes several bus trips about town to give the students a working idea of the city; also it includes talks by store executives and instructors on current political and business subjects.

Graduation exercises are held at the completion of the course at which time diplomas, class pins, and prizes for exceptional standing are awarded by members of the board of education and store officials. After graduation these students are urged to join the alumni association of the continuation school which holds business meetings and recreational activities the first Saturday night in each month. These meetings tend to stimulate a desire for further study and to bind the graduates closer in the friendships formed at the school.

Training School

The continuation school acts as a feeder to the various branches of training. The graduates of this school and others who have had an equivalent training are allowed to decide for themselves whether they are to become sales clerks (called "productives") or office workers (called "non-productives").

I. To those who choose retail selling, very carefully planned courses are offered, by our junior training class in salesmanship,

store organization, store system, color, diction, advanced arithmetic, display, store directory, personal hygiene, and demonstration sales. At the completion of this course, an opportunity is offered the students to choose either textile selling or non-textile selling. To cover these two divisions of retail selling, we have a senior training class in Textiles and a senior training class in Non-textiles. These courses include trips to mills. Graduation from these classes is followed by the formation of clubs, organized for the purpose of further study along specialized lines. The graduates have at their disposal a technical library and instructors are continually following up their work on the selling floor. Advanced instruction is offered to those who show ability, interest, and initiative. Such employees finally become heads of stock, assistant buyers, buyers, and merchandise managers. Since the purpose of this article is not to describe the training of productive employees, this, our most important branch of training, will not be dealt with at greater length.

II. To those who choose office work the following training is offered:

1. Comptometry
2. Dictaphone operations
3. Bureau of investigation tracing
4. Receiving clerk's work
5. Entry clerk's work
6. General clerical work (filing, sorting, etc.)

1. Employees desiring to take up comptometry must first pass a rather difficult test in arithmetic, dealing especially with fractions, decimals, denominate numbers, percentage, and interest. As numbers cannot be handled in fractional form on the comptometer, the operator must be able to write fractions in terms of decimals without hesitancy. In case the applicant fails to pass this test and is considered eligible for the work, he is given the opportunity to coach with an instructor, in this subject, until able to take the test successfully. Classes in comptometry are held every afternoon from 3:45 P.M. until 4:45 P.M. under the instruction of an experienced operator who is well fitted for this work because of her ability to impart knowledge. Comptometry as applied to department store work not only involves the ability to operate the machine but also involves the ability to turn sales checks and other forms simultaneously. This course continues throughout the year. Those students who have

shown themselves proficient, graduate while those who need more time continue to study and practice. It usually takes three months to train a fair operator. As promotion depends on the skill shown in the classroom, students are anxious to become proficient.

2. Employees desiring to become dictaphone operators must take a test in typing. Up to the present time the department of training has not seen fit to give courses in typing; however, arrangements with public schools and other schools are made for the training of those employees who desire to follow this line of work. It is the department's policy never to duplicate the work of the evening schools except where absolutely necessary. The operation of the dictaphone is merely a matter of practice, once the operator is a good typist. Training is given by our supervisor of correspondence at suitable hours during the day.

3. Employees desiring to become bureau of investigation tracers are offered a course including store system, store directory, and store policy, as required in good complaint tracing. After a two weeks' course in the above-mentioned subjects the students are assigned to skilful tracers, who give them a practical idea of the work. Students continue to work under supervision until they are able to show that they work on their own initiative. Tracing requires an analytical mind and a very thorough knowledge of the subjects taught.

4. Employees desiring to become receiving clerks must first of all have or learn to have a very legible handwriting. The course offered consists in teaching the applicant the use of the various forms to be met with in his work. He must learn to read railroad and express documents and manufacturers' invoices intelligently, in order that a proper record may be made of all articles received in the store. He also must know where to send each article in case the department numbers and other necessary information are omitted on the invoices. This requires an accurate knowledge of the store directory. In addition to this, a course in denominate numbers is very essential. After a few days of this training depending on the rapidity with which the applicant grasps the work, he is sent to the receiving platform where he works under the supervision of an instructor who teaches him the numerous details connected with the work.

5. Employees desiring to become entry clerks must have or learn to have a very legible handwriting. The course offered consists in

teaching the applicant to read intelligently the different kinds of address tickets on all the packages leaving the store through the delivery department, in order to make a proper record of them. This involves a limited knowledge of store system and a thorough knowledge of delivery rules and regulations. After a short period of training in these subjects in conjunction with actual packages and forms, the applicant is sent to the delivery department where he works under the supervision of an instructor until he becomes thoroughly familiar with the details of the work.

6. Employees desiring to take general clerical work, where no special amount of skill in any line is necessary except the skill acquired by practice, are put to work with an employee who is thoroughly acquainted with the work and who is able to instruct the beginner without allowing bad habits to develop. Under the heading "general clerical work" comes filing and sorting. In this work special instruction is given by our supervisor of correspondence.

In addition to the above there are many other branches of specialized training: section managers, drivers, wagon boys, elevator men and women, women lens grinders, women stationery-stampers, women furniture polishers, etc.; however, as these are not classified under office work they will receive no more than mention.

In brief, institutional training should begin at a fixed minimum standard of elementary education. To this education should be added instruction applying elementary subjects to business. From this stage, specialized training may begin. Training begins with generalities and as it progresses becomes more and more specialized.

It is Macy's policy that those who have been trained in her methods shall be awarded the higher positions and that the lowest vacancies caused by such advancement shall be filled by employing young men and women without special training. It is this policy that makes training an essential.

Although training is the pass-word of Macy's, still let us realize that it is only in the primary or experimental stage. Nothing will check its progress toward an even higher standard.

PREPARATORY COURSE FOR TRAINING MERCHANDISE
EXECUTIVES—SCHEDULE OF LECTURES

- | | |
|---------------------|---|
| Tuesday, January 7 | <ol style="list-style-type: none"> 1. Opening exercises. 2. Lecture by Mr. Percy S. Straus: the general policies of R. H. Macy and Company. |
| Friday, January 10 | <p>Business Arithmetic:</p> <ol style="list-style-type: none"> 1. Selection of auxiliary course. 2. Relation of figures to every-day business. 3. Percentages. |
| Tuesday, January 14 | <p>Business Arithmetic: percentages, mark-ups, mark-downs, help and advertising percentages, gross and net profit.</p> |
| Friday, January 17 | <ol style="list-style-type: none"> 1. Explanation of buyers' weekly statements. 2. How to compare figures of the current year with those of the previous year. |
| Tuesday, January 21 | <ol style="list-style-type: none"> 1. Mark-downs and their relations to our general policies. 2. Principles of Macy's cash buying, cash selling, and underselling policy. |
| Friday, January 24 | <ol style="list-style-type: none"> 1. Reason for different profits in different departments. 2. How to determine the selling price of merchandise, with a view to the required percentage of mark-up. |
| Tuesday, January 28 | <p>Relation of buyer to manufacturer and his representatives.</p> <p>The correct moral standard of a buyer in his dealings with manufacturers.</p> <p>Duties and obligations of the buyer in his dealings with manufacturers.</p> |
| Friday, January 31 | <p>Reasons on which to base buying:</p> <ol style="list-style-type: none"> 1. How to supply demands for stable goods—high-priced goods and goods subject to style. |

2. The importance of call slips and general buying information from the heads of stocks and sales clerks.
3. How to create and supply artificial demands.

- Tuesday, February 4
1. How to obtain special prices and other concessions from manufacturers.
 2. Buying for special offerings and the dangers which are to be avoided.
 3. Reason for preference of M. O. M. merchandise.
- Friday, February 7
- Résumé.
- Tuesday, February 11
- Receiving of merchandise, examining merchandise, pricing.
- Reserve and forward stocks, the dangers of reserve stocks.
- Display of merchandise in forward stock.
- The principles of good stock-keeping.
- Friday, February 14
- How to handle normal selling and special sales.
- The right policy in regard to bargain tables.
- Tuesday, February 18
- The training of sales clerks by the department manager.
- The need of dignifying selling as a profession.
- How does the department manager obtain the best results from his sales clerks?
- Friday, February 21
1. Advertising from the department manager's standpoint.
 2. Why does a department decrease in sales and what can be done?
- Tuesday, February 25
1. The functions and policies of the general management and its representatives, co-operation on the part of the department manager and the results.
 2. The value of esprit de corps.
- Friday, February 28
1. Safe proportion between existing stocks and prospective buying and selling.

2. How to figure buying limits in their relation to end of the season (inventory) stocks.
 3. Turnovers.
 4. How to increase sales without increasing stocks.
- Tuesday, March 4
1. Mark-downs and slowly moving merchandise.
 2. How to keep stocks moving and how to treat old-season letters.
 3. The merchandising advantages of departments without much old stock.
- Friday, March 7
1. Relation between original mark-ups and ultimate gross profit.
 2. Explanation of the department manager's weekly statement.
 3. Symptoms of business conditions as they appear on the weekly statement.
- Tuesday, March 11
1. Advertising from the point of view of the advertising department. General policies and problems. Misrepresentation and its consequences.
 2. Technical points of information.
- Friday, March 14
1. The advantage of our training school for employees to the individual department and to the department manager.
 2. Personal work in department of training.
- Tuesday, March 18
1. The duties of the department manager towards the employment bureau and how to get the best results.
 2. Policies and problems of the comparison department. Co-operation of the department manager and how to get the best results.
- Friday, March 21
1. Resourcefulness, initiative, and business intuition.
 2. The prospective and retrospective brain.
 3. General advice for the ambitious.

- | | |
|---------------------|---|
| Tuesday, March 25 | <ol style="list-style-type: none"> 1. The mental attitude of a department manager towards his position. 2. The moral obligation of a department manager towards his employer. |
| Friday, March 28 | <ol style="list-style-type: none"> 1. Our policy in regard to M. O. M. merchandise. 2. The opportunity for successful careers at R. H. Macy and Company. |
| Tuesday, April 1 | Short repetitions of the lectures on buying, selling, and merchandising and informal examination by the staff of teachers. |
| On or about April 2 | General examinations and presentation of the class to the firm and the council. |

APPENDIX J

EXCERPTS FROM WELFARE PAMPHLET ISSUED TO EMPLOYEES OF METROPOLITAN LIFE INSURANCE COMPANY CONCERN- ING EDUCATION¹

The company has felt that by training its employees it would secure a more coherent and interested working force. Classes of various kinds have consequently been organized, and facilities have been offered to employees for personal development.

Correspondence Course on the Principles of Life Insurance

The need of a systematic training in the principles of life insurance was felt for a long time, and in 1909 a correspondence course was organized. This sought by simple lessons to teach various employees the fundamentals of life insurance. The success has been tested not only to the value of its graduates, but by the demands that are made upon the company for copies of the lessons for use in classes in colleges and high schools. The total number of enrolments to date has been 31,667. At present 3,019 persons are enrolled. The cost per graduate was \$5.53.

Stenographic Classes

These classes are open to any home office employee having an elementary knowledge of stenography and typewriting. As the clerks show progress, they are advanced from one class to another, and gradually become eligible for the stenographic force of the home office. In order of merit they are transferred to the stenographic section and developed into experienced stenographers. There are between 45 and 50 members in each class.

Mathematical Classes

Under the direct supervision of the actuary, there are three classes

¹ See Chapter XXVII.

in mathematics. These are essentially for preparation for the examination of the actuarial society, and are open to employees in the actuarial division desirous of qualifying as members of the society. The classes have a total attendance of 39.

Library

The interest in the company's library continues to grow. The membership and circulation have increased noticeably. The former is now 3,293, of whom 200 are tenants. The average daily circulation was 130, and the largest circulation in any one day was 368. The total circulation is 36,698. To the reference room, 10,947 visits were made, and to the reading room, 8,359. The present number of books and pamphlets in the library is 21,268.

Sewing and Millinery Classes

Realizing that many employees would be glad to avail themselves of opportunities for increasing their knowledge of sewing and millinery, the company organized a sewing-room with six power machines, and put a trained dressmaker in charge. In addition to the machines, there are facilities for fitting and pressing. During the year a large number of employees availed themselves of the opportunity, and many dresses were made. The attendance during the year averaged 130 persons per month.

During the year, millinery classes under trained teachers were installed to instruct clerks in making and trimming their own hats. There were over 400 different members of the classes. Two teachers were employed.

APPENDIX K

HEALTH DEPARTMENT OF METROPOLITAN LIFE INSURANCE COMPANY¹

Annual Medical Examinations

A brief résumé of the Metropolitan Life Insurance Company's provisions for physical care of employees is given in this connection. All employees in the service of the company are subjected to an annual medical examination; the employees in the home office by a special group of examiners and those in the field by the company's regular medical examiners. This has been the rule since the year 1917. The examination is of the same type as that required of applicants for life insurance. It is as thorough as that given to applicants for employment. The aims of the examination are, however, very different. The purposes are as follows:

1. Detection of disease in its incipient stage.
2. Correction of ascertained minor defects.
3. Encouragement of treatment.
4. Prevention of disease.

While all employees are at present examined annually, additional examinations are made of employees in the commissary department. The purpose of this is evident. Danger of transmission of contagious diseases through the handling of food is well known. It is particularly important that the company protect its employees by carefully guarding the health of those engaged in preparing and serving food for home office use.

Dispensary

The ratio of medical and surgical cases and also the number of men and women visting the dispensary has remained about the same. A daily average of over 100 visits has been maintained throughout the twelve months. A statement of the visits made, how-

¹ See Chapter XXVIII.

ever, indicates in no measure the extent of the service rendered by the dispensary. It carries on many activities besides emergency medical care. An oculist is employed half-time. An optical clinic is held regularly every afternoon. Refraction tests are made and dispensary work done. In addition, an optician is present three afternoons each week to fit and adjust glasses furnished at wholesale rates.

In twelve months, 1,768 visits were made to the clinic, and 2,542 to the optician. 200 pairs of glasses were loaned. Repairs were made for 2,784 persons. The hopes expressed in the inauguration of the dental dispensary have fully materialized. The original offer to clerks stated that the company would examine and cleanse teeth semiannually, free of cost. During one year, 3,101 such examinations and cleansings were made and 4,950 emergency cases were treated. It is fair to assume that if the dispensary were not available for clerks, a loss of at least one-half day's time would have resulted in every case. During the same year, 4,483 X-ray pictures were taken because of suspected serious conditions in the teeth. A careful analysis of the reports is now being made in order to trace the relationship between the dental records and clerical inefficiency, in those clerks who have bad teeth.

Tuberculosis Sanatorium

The sanatorium for tuberculosis patients was opened in November, 1913, with the primary object of caring for tuberculous employees, and a secondary, but hardly less important mission of disseminating knowledge regarding the prevention of tuberculosis. Its present total capacity is 309 beds. It has discharged 717 patients up to January 1, 1918. Of these, 588 were afflicted with tuberculosis and 129 with other ailments.

In one year, the number of tuberculosis patients discharged was 271. Of these, 66 per cent were in the incipient stage, 31 per cent were moderately advanced, and 2 per cent were far advanced. There were discharged 71 patients suffering from diseases or conditions other than tuberculosis, giving a total of 342 discharges in one year. Of the total number of persons discharged, 159 were from the home office, and 183 from the field force. Thirty-one states and the Dominion of Canada were represented in the total number.

It should be noted that there has been a steady yearly increase in the admission of incipient cases. This is one of the most gratifying

features of the work, indicating as it does a genuine effort to secure treatment when it will avail most. The age incidence of the tuberculosis patients (80 per cent between the twentieth and fortieth years) indicates more pressingly than ever the necessity of recognizing tuberculosis while full working efficiency can be restored.

Subsequent Reports to Medical Division

On returning from the sanatorium, each home office clerk, for a period of six months, reports biweekly to the medical division to be weighed, and bimonthly for a careful medical examination. After this, an examination is made every three months for an additional year. In this way the cases are carefully watched, and at the first sign of recurrence are returned to the sanatorium.

A careful study of tubercular clerks who have returned to the home office has been made, including the examination of 400 assisted cases. During one year, 161 clerks were sent to the sanatorium, including 6 who had relapsed to their tubercular condition; and of the total number, 98 were returned to active service from the sanatorium. Clerks who are anemic or in a tuberculous condition report to the medical restroom twice daily for milk. During one year there was a daily average of 55. In this way, their conditions have been watched, and without doubt this preventive work has helped to reduce the number of cases of tuberculosis among home office employees.

Clerks who have been absent because of illness of other sorts are also required to report to the medical division before they return to work. This is for the double purpose of protecting convalescents from going to work before their physical condition warrants it, and to protect other clerks in the home office from the possibility of infection. In addition to this, a nurse is frequently sent to the clerk's home in order to determine the extent of illness and to render such assistance as may be necessary.

APPENDIX L

HEALTH LETTERS OF CONNECTICUT GENERAL LIFE INSURANCE COMPANY¹

Health Letter No. 1

MAKE YOUR LIFE WORTH LIVING

Your success in life depends upon your health more than upon any one other thing.

The man who gets ahead is the man who has energy to spare. It is out of his energy that he fits himself for a better job.

The man who enjoys life is the man who has the health to enjoy life with.

Good health is natural. Animals and plants are seldom sick. Human beings would not be sick if they did not live in defiance of the laws of health. Some of the conditions of modern life we have not yet learned to contend with, so a certain amount of sickness is inevitable, but at least half the sickness of this country is preventable.

It ought to be everybody's ambition to be sound of health. He should take pride and joy in building up a body that he knows will not break down at the first extra strain. He ought to glory in the knowledge that his family can absolutely depend on him to "carry on," that he is not likely to fall sick and be a burden to them.

How many men feel that way, or have any right to feel that way? Few, very few, after age 40. Of the young men between 21 and 31 years examined for the first draft, more than one-third were rejected on account of physical defects—defects that often meant they were likely to give out at any time and be of no use to the army.

Such defects are of course more common among older men. They can be corrected—better still, they can be prevented. We do

¹ See Chapter XXVIII.

not need to go through life handicapped by poor health. We can free ourselves from the habits which are the cause of our physical defects and low vitality. We can so live that not only will we escape being actually sick, but we will be brimming over with surplus energy, be exuberantly healthy and happy. We can so live that we will not know what it is to be tired, to have a headache or a cold.

The steps which have been taken to protect your family against the financial loss your death would cause should be followed by an effort on your part to protect and improve your health. No money payment can repay your family for your untimely death. You owe it to them to live long.

This letter is the first of a series which will be issued from time to time. It is our plan to take up the commonest causes of poor health and point out the remedies.

You have the privilege of writing the medical department any question connected with the subjects discussed in these letters. These questions will be answered either individually or in subsequent letters.

Health Letter No. 2

PNEUMONIA AND FRESH AIR

Heart disease causes more deaths than any other disease; next comes consumption, and then comes pneumonia.

Pneumonia more frequently attacks men than women, and it usually attacks them in the prime of life.

It attacks the strong and robust fully as frequently as it does the feeble and frail.

It is more prevalent in the winter than at other seasons of the year, the marked exception to this rule being the pneumonia which complicated the influenza prevailing in the fall of 1918. Pneumonia usually begins with a pronounced chill. Sometimes there are no symptoms before the chill, but much more frequently there has been a cold in the head or a sore throat or a cough for several days before the chill. Especially is the influenzal pneumonia liable to be preceded by fever, sore throat, headache, and pain in the back.

What can we do to guard against pneumonia?

1. Avoid getting overtired, and be sure to get the full allowance of sleep.
2. Avoid crowds and stuffy, overheated rooms.
3. Walk daily in the open air, and see that the bedroom is well ventilated.
4. Avoid damp clothes and footwear. If they become damp, change to dry ones as soon as possible.
5. Any sort of a cold should be closely watched; if it is growing worse, go to bed and send for the doctor.
6. If there are fever, headache, and pain in the back and legs (symptoms of influenza), go to bed and send for the doctor.
7. After an attack of influenza, be especially careful for the first week to avoid getting tired, and don't try to hasten recovery by taking a lot of exercise.

Out-of-Door Living at Home

Air is the first necessity of life. We can live without food or water for hours, even days, but we can live without air only for a few minutes.

Good air is as important as good food or water. It is within the reach of nearly everyone.

Ventilating the Living-Room. What are the features of a good air supply?

1. Motion
2. Coolness
3. Freshness

Get accustomed to air in motion. You should not breathe the same air over and over again. Any prolonged draft causing a chilly feeling is to be avoided, but the habit of exposure to a gentle draft makes one less sensitive to cold.

Air can be kept moving by opening the window slightly at both top and bottom. A window board standing on edge placed vertically three or four inches in front of the window and fastened to the window frame will send the cold air upward into the room when the window is raised slightly. The cold, fresh air in this way reaches the breathing zone, instead of flowing onto the floor and chilling the feet.

The temperature of living and working rooms should not be above 70 degrees and for people who have not already lost their vigor a temperature of 5 or 10 degrees lower is better.

Sleep Out of Doors. You cannot work out of doors nor get out-of-door conditions in your living-rooms, but you can control the air supply when you are asleep. We spend or should spend one-third of our time in bed. We can all sleep out of doors or practically out of doors.

Some years ago Dr. Millet, a physician of Brockton, Massachusetts, prescribed out-of-door sleeping for tuberculous shoe factory operatives and showed them how to construct inexpensive sleeping-porches. In spite of unsanitary surroundings they usually conquered the disease in a few months.

Out-of-door sleeping is prescribed not only for tuberculosis, but for nervous troubles and pneumonia. It increases the power to resist disease and greatly promotes physical vigor, endurance, and working power. There is no ground for the common fear of dampness and night air. In cities night air is purer than day air. There is less traffic to stir dust.

The use of an inside window tent, costing about \$6, is usually more convenient than sleeping wholly out of doors. Only the head is exposed to the outside air, the body remaining in the room which may be left at normal temperature.

Health Letter No. 3

OUR FOOD

In keeping ourselves in condition to enjoy life and to do good work, proper food plays as large a part as anything. While no strict rules can be laid down which will apply to everyone alike, a knowledge of what different kinds of food do for us ought to be helpful to everyone.

Foods may be roughly divided into three classes. The first class, containing a large percentage of what is called protein, does most of the work of building the body during youth, restoring waste and keeping the body in repair throughout life. Then there are foods upon which the body depends for heat and energy and which also produce fat. Finally there is a third class not very well understood containing comparatively little nourishment but having a beneficial effect upon the system.

Foods of the first class, which contain the largest amounts of protein, are such things as lean meat, fish, beans, cheese, eggs.

Protein, however, is present in larger or smaller quantities in most of the foods that are in common use, particularly in the foods made from grain. Young people who are growing fast and whose bone and muscle are being constantly built up and whose bodily activity is great can absorb larger quantities of protein with beneficial results than older persons, and those who are engaged in occupations which create a continual waste of muscular tissue need more of this kind of food than those whose occupations are sedentary.

The second class of foods is that upon which we chiefly depend for heat and energy and which also produces fat. To this class belong butter and cream and all of the cereal food, particularly corn. One should consume more fat and fat-producing food in the winter than in the summer. It is in the use of these first two kinds of foods, heavy with protein and heavy with fat-producing qualities, that the greatest errors in eating are made.

The third class, to which belong nuts, fruits, and certain uncooked vegetables, supply an element which, though not strictly speaking nourishing, is essential to our physical well-being.

Most authorities on food agree that we eat too much. It is probably true that the average man above thirty takes too much nourishment into his system. We come to the table with a good appetite and sit down and eat until our appetite is satisfied, or nearly so, and it always seems to every normal human being as if his appetite was a fair guide on the subject of how much he should eat. This is not, however, entirely true, and yet every man who is doing work wants to have the sensation of having a fairly full stomach after meals.

The way to have this comfortable feeling and enjoyment of one's meals is to eat in a fairly large proportion those foods which contain no great amount of nourishment. Fruits, raw or cooked, tomatoes, celery, greens of every sort, turnips, carrots, and in short any food which might be termed bulky. Such foods, particularly greens, also aid the digestion in acting as mild laxatives.

Each meal should be a combination of the different classes of food. Potatoes and rice together would be an extravagant use of fuel. Baked beans and peas together would furnish more tissue building material than the body needs or wants. Potatoes and beets or baked beans and spinach or a little meat and a big potato, with some uncooked fruit or vegetables are better for us.

As a general proposition, it is not necessary to prescribe what

kind of food a man who works with his body on an outdoor job ought to take, but those of us who work indoors and whose work is not heavy bodily work, as a rule are in danger of overeating, and the best way to counteract this tendency is to eat more of the bulky and less nourishing foods and less of the concentrated ones.

Health Letter No. 4

OUR TEETH

With defective and missing teeth we can no more expect to chew or grind our food properly than a miller with broken mill-stones could be expected to grind his corn or wheat properly. Moreover, the pus and poisonous matter from defective teeth frequently cause indigestion and other stomach disorders, rheumatism, heart disease, and other serious troubles in remote parts of the body. Consequently, if we don't take proper care of our teeth, not only will we suffer pain and discomfort from them, but we won't get "our money's worth" out of our food, owing to the fact that it is not being properly prepared for the stomach. We will render ourselves liable to many diseases of a serious nature and ultimately we will be put to a considerable expense, if, after years of neglect, we undertake to have the teeth put in order by a dentist. The old saying "A stitch in time saves nine" is especially appropriate to the way we act with reference to the care of our teeth.

The two principal tooth disorders are decay and tartar.

Decay. When particles of food are allowed to lodge on or between the teeth, they ferment and form an acid which dissolves the lime of the teeth, and thus decay sets in. Particles of candy, sugar, crackers, cake, and pastry and bread are especially liable to produce this decay.

Tartar. This is a deposit from the saliva which forms around the necks of the teeth at the edge of the gums. This causes the gums to become swollen, sore, and bleeding. Later the gums recede, thus exposing the more delicate portions of the tooth to decay.

How to Care for the Teeth

1. Do not use a toothbrush with a flat bristle surface; it does not clean between the teeth nearly as well as one having irregular or tufted bristles. The bristles should be short. A medium stiff

bristle is best for adults; bristles that are very stiff may injure the gums.

2. Don't place too much reliance on tooth-powders and pastes. Thorough brushing with plain water is sufficient if done on all surfaces of the teeth and gums, the occasional use of powder protecting against the accumulation of tartar. The use of powder daily will surely thin the enamel. Almost any of the prepared tooth-powders or pastes now on the market are satisfactory.

3. Brush at least twice a day—before breakfast and before going to bed. Remember that it is at night, when we are asleep, that most damage is done to the teeth.

4. Do not use pressure with the brush—a fast light stroke is the best.

5. Do not brush the teeth and gums crosswise. Brush the outside surfaces of the teeth and gums first—then the inside, and finally the top surfaces of the teeth. In brushing the outside and the inside surfaces brush from the gum toward the tops of the teeth, using a circular motion. In brushing the top surfaces of the teeth, use an in-and-out stroke. Take your time to it and do it thoroughly.

6. In brushing the teeth, be sure to include the gums. The brushing of the gums stimulates their circulation and also cleans the teeth at the gum margins, where the tartar tends to accumulate.

7. Don't forget the tongue. Tartar and germs accumulate on it, and it should be brushed as regularly as the teeth.

8. After each meal food particles should always be removed from between the teeth by means of dental floss, and, if possible, the mouth should be rinsed out by forcing a mouthful of water around and between the teeth by means of the tongue and cheeks.

9. Finally, and this is of great importance, go regularly twice a year to a competent dentist. By having the teeth examined, cleaned, and any slight decays remedied, the teeth and mouth will at all times be kept in excellent condition.

Health Letter No. 5

THE BEST EXERCISE—DAILY WALKS

When people are urged to take "exercise," their reply often is that they thoroughly believe in it, but "can't afford it." The popular idea is that exercise is too expensive of time and money to be

within reach of the average person who has to work hard for a living. We are not going to talk about the great value of golf, horseback riding, and canoeing. These are delightful pastimes and good for the health, but they are not practical for most of us, as forms of regular exercise. Instead, we are going to advocate exercise which is every day within the reach of everyone except the sick and the crippled. It costs no money and takes no time from our daily work.

Daily Walks. Few are the people who would not be distinctly benefited by daily walks. Postmen, policemen, and farmers are of course exempt from this rule, but hardly anyone else. It applies as well to the man who works hard with his muscles as to the clerk who sits all day on a stool.

When doctors advise daily walks, their chief object is not to strengthen the muscles of the legs, as many seem to think, but to bring about much more important things.

When taking a brisk walk of a mile or two, one is forced to take deeper and more frequent breaths than usual. Each breath fills the lungs with fresh air instead of the dusty or close indoor air. The heart is obliged to beat with greater force and frequency, so the blood flows more rapidly throughout the body and brain and becomes more evenly distributed throughout the system.

As a result of the quickened breathing and circulation and of the things to look at on the way, the brain is cleared and refreshed. Troubles and worries shrink to their proper proportions, while cheerful thoughts take their places.

There are few people who cannot work in a brisk walk of a mile and a half or two miles on their way to work in the morning, and again on their way home in the evening. If the distance between the home and the work place is too great, ride the first part of the way. Except in very hot weather the walk should always be a brisk one and should be entered into with great zest. In the winter months don't bundle up any more than is absolutely necessary; it means just so much more weight to carry and it often means ending the walk in a perspiration, which is undesirable unless it is immediately followed by a bath. These walks should be daily—not simply when it happens to be a “nice day” or when you happen “to feel just like it.” Once the habit is thoroughly established you will be very loath ever to give it up, for the morning walk brings you to your work place alert and ready for your day's work, while the

evening walk brings you back home refreshed and cheerful. Try it! It costs nothing but a little sole leather and does not interfere with your working hours. The rewards that it will bring to you are:

1. You will be less liable to catch colds and other diseases.
2. Your appetite and digestion will be improved.
3. Your bowels will be more regular.
4. You will sleep better.
5. Your head will be clearer and you will feel better and stronger "all over."
6. You will be more cheerful and life will seem brighter to you.

Health Letter No. 6

THE FOLLY OF DOSING ONESELF

"Our national quality of commercial shrewdness fails us," says Samuel Hopkins Adams, "when we go into the open market to purchase relief from suffering. The average American, when he sets out to buy a horse or a box of cigars, is a model of caution. Show him testimonials from any number of prominent citizens and he would simply scoff. Now observe the same citizen seeking to buy the most precious of all possessions, sound health. Anybody's word is good enough for him here. He wouldn't buy a second-hand bicycle on the affidavit of anyone, but he will give up his dollar and take his chance of poison on a mere newspaper statement, which he doesn't even investigate."

Why is it that we are so "easy" in respect to patent medicines? Undoubtedly one reason is because they are very cleverly and skilfully advertised. The chief asset of the prosperous patent medicine concerns is not their "medicine" but their advertising ability which has brought them large fortunes. For example, there is a well-known simple digestive mixture which the doctors have been prescribing for the last half-century and which anyone can buy at any drug store. A patent-medicine concern put this identical mixture on the market, with a new and striking name, made it conspicuous by extensive and clever advertising, and the people eagerly buy it, paying just twice what they would pay for it under the old name at the drug store.

While skilful advertising is unquestionably one explanation of

the thriving career of patent medicines, it is not the whole explanation. The average person knows nothing about medicines—what their powers are for good or harm, or how they act. When he is buying other commodities he generally does know something about them. In brief, the ignorance and consequent gullibility of the public helps the sale of patent medicines. Still another reason is the mistaken belief that it will probably be cheaper to take a chance on a dollar's worth of patent medicine than to spend the dollar in the doctor's fee.

The taking of patent medicines is not simply a waste of money, but often a waste of most valuable time. This is especially true of the taking of so-called "consumption cures." Speaking of them, you may be sure that if any one of the concerns which advertise cures for tuberculosis had a real cure, the name of the discoverer of such a remedy would be known to everyone, and every government in the world would hasten to do him honor.

Some patent medicines not only waste your time and money, but are capable of doing you distinct harm; for example, the great majority of the "constipation cures" advertised in the papers. By taking them daily it is possible to obtain relief for a considerable time, but the final result inevitably is that the poor victim's constipation is more stubborn and much harder to really cure than when he began to take the patent medicine.

Up to within a few years there have been on the market "catarrh cures" which led to the cocaine habit, "pain-killers" which led to the morphine habit, "sleeping mixtures" which led to the chloral habit, and so-called "tonics" which led to the alcoholic habit. The government has lately been trying to put a stop to the sale of these distinctly dangerous patent medicines, but there are always unscrupulous dealers who will endeavor to evade the law.

The taking of patent medicines is absolutely foolish from the standpoint of health, of time, and of money. In this day and age people who pride themselves on being "sensible" should be ashamed to use them. They should realize that good health is their most important asset, and that the pouring into the stomach of medicine, the ingredients and action of which are utterly unknown to them, is a stupid, even wicked procedure.

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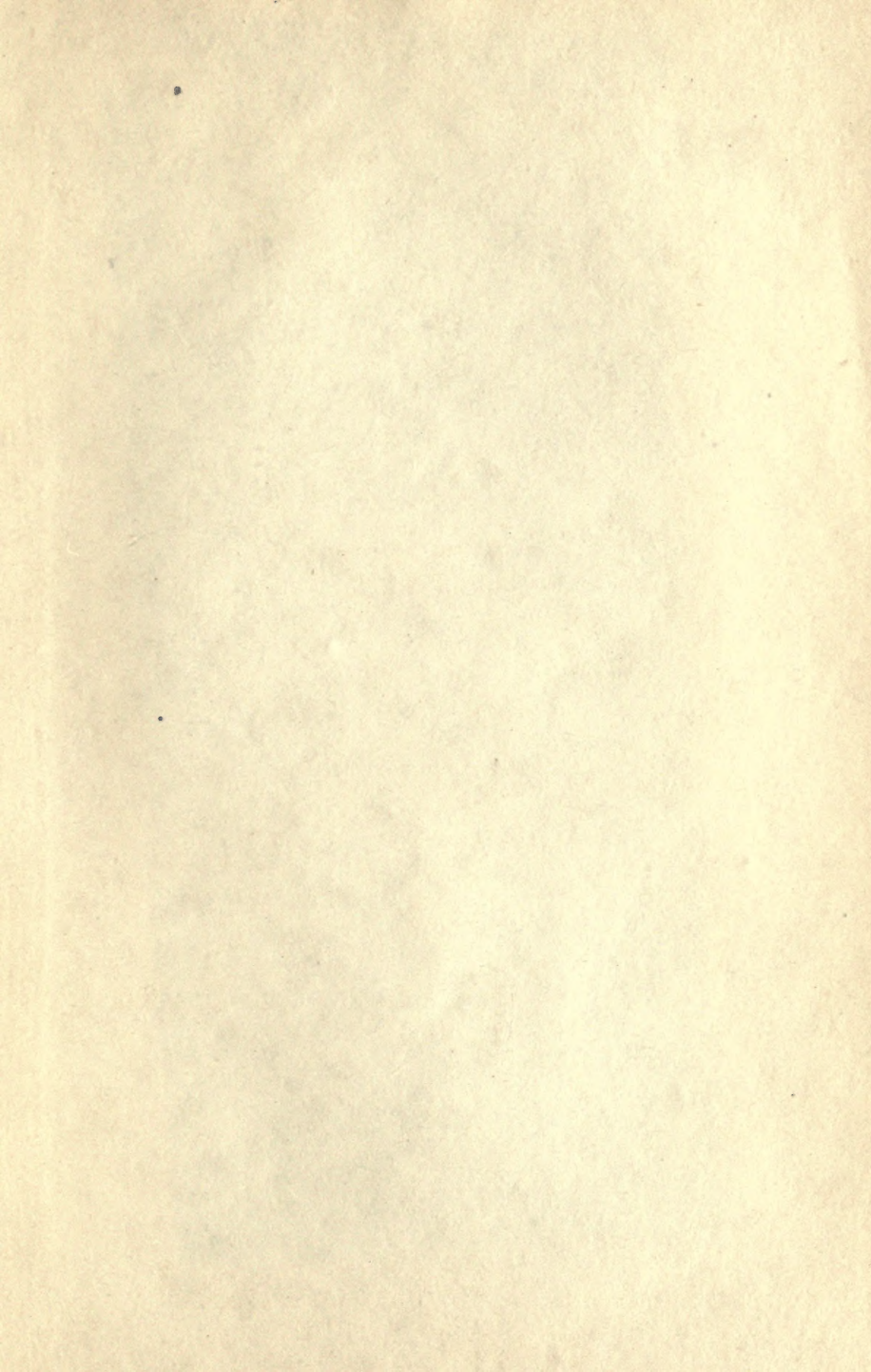
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